

Medium Risk SIIAs

- 001 – Income Saving from PWC Review (Cemeteries) (Regeneration, Property & Commissioning)
- 002 – Reduce Economic Development (Regeneration, Property & Commissioning)
- 007 – Reduce Grants (Regeneration, Property & Commissioning)
- 008 – Withdraw From Village Halls (Regeneration, Property & Commissioning)
- 010 – Stop Funding Tourist Information Centres (Regeneration, Property & Commissioning)
- 023 – Staff Reduction (Highways, Transport & Recycling)
- 024 – Waste Disposal Contract (Highways, Transport & Recycling)
- 028 – 3 Weekly Collection (Highways, Transport & Recycling)
- 036 – Concurrent Functions Grants (Leisure & Recreation)
- 037c – Cleaning (Consideration of JVC Transfer or Trading Company) (Leisure & Recreation)
- 038 – Catering (Leisure & Recreation)
- 046 – Removal of funding for breakfast clubs (Schools Service)
- 051a – ALN (Schools Service)
- 058 – Reconfigure Day Time Opportunities for Older People (Adult Services)
- 064 – Reduction in CYPP and YJB budget (Children’s Services)
- 065 – Bannau / Camlas (Children’s Services)
- 069 – Deletion of Psychologist and Family Group Conferencing Services (Children’s Services)
- 094 – Reduce Photocopying Budget (Legal)
- 108 – Business Support Service Delivery Review (Resources)
- 109 – Purchase to Pay (Resources)
- 111 – Employment Services Delivery Review (Resources)
- 115 – Customer Service Review (Resources)

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



Service Area	Regeneration, Property & Commissioning	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	001 – Income Saving from PWC Review (Cemeteries)				
Outline Summary					
Total opportunities identified £430,040 Cemeteries opportunities identified £125,000. Increasing burial fees in order to make a significant contribution towards full cost recovery.					

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

Version	Author	Job Title	Date
1	Nia Hughes	Professional Lead – Environmental Health (Environmental Protection)	11 th December 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	n/a				
Developing the economy	n/a				
Improving learner outcomes for all, minimising disadvantage	n/a				
Remodelling council services to respond to reduced funding	A significant move towards full cost recovery in the future	F		Cemeteries Business Case Progress template. Approved Portfolio Holder report which concluded benchmarking data	

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	n/a				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	n/a				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>	n/a				
<i>Treating the Welsh language no less favourable than the English language</i>	n/a				
<i>Opportunities to promote the Welsh language</i>	n/a				
<i>People are encouraged to do sport,</i>	n/a				

<i>art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				
<i>Age</i>	n/a				
<i>Disability</i>	n/a				
<i>Gender reassignment</i>	n/a				
<i>Marriage or civil partnership</i>	n/a				
<i>Race</i>	n/a				
<i>Religion or belief</i>	n/a				
<i>Sex</i>	n/a				
<i>Sexual Orientation</i>	n/a				
<i>Pregnancy and Maternity</i>	n/a				

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>	Press release and written to all funeral directors to inform them of the increase in charges	G		Press release; Letter to funeral directors	
Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i>	n/a				
Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three.</i>	n/a				
Preventing Poverty:	n/a				

Prevention, including helping people into work and mitigating the impact of poverty.					
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
1. Additional cost to the Council if the changes results in more public health funerals, i.e. where the deceased cannot afford the cost of the burial; 2. Such an increase in fees may lead to burials taking place elsewhere and an increase in demand for cremations. Such trends would mean that the savings target won't be realised.	Low	Low	Low
Does it have potential to impact on another service area?			
A significant reduction in demand could impact on LE as they provide the grave digging.			

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

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

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



7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
This proposal could cause an increasing trend for cremations which would be cheaper overall, plus customers utilising other service providers, e.g. churches or Town and Community Councils. Diminishing capacity in some existing cemeteries and no further investment could impact on the overall income generation.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

8. Mitigating Actions

Action	Residual Risk

9. On-going monitoring arrangements?

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

10. Sign Off

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

Budget Saving	001 – Income Saving from PWC Review						
Service Area	Regeneration, Property & Commissioning	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths	Portfolio Holder	CLlr John Powell

1. Cabinet Observations

General Comments
This initiative reflects a move towards full cost recovery and could prompt people to access other options.

2. Revised Risk Rating

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

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

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



Service Area	Regeneration	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	002 – Reduce Economic Development: Reduce Economic Development budget by 20%				
Outline Summary					
Funding used to support Regeneration initiatives identified in the Regeneration Strategy and regularly matches external funding into the Authority.					

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

Version	Author	Job Title	Date
V1	Jenni Thomas	Regeneration Manager	18.10.2016

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

Council Priority	How does the policy / change objective impact on this priority?	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	The funding is supporting initiatives that develop the community activities, reduction in funding will minimise the ability to support such projects	Focus remaining resource on developing priorities of the Economic Development Strategy.		P
Developing the economy	The funding is supporting initiatives that develop the economy, reduction in funding will minimise the ability to support such projects	Focus remaining resource on developing priorities of the Economic Development Strategy.		P
Improving learner outcomes for all, minimising disadvantage	The funding is supporting initiatives that improve learning, reduction in funding will minimise the ability to support such projects	Focus remaining resource on developing priorities of the Economic Development Strategy.		P
Remodelling council services to respond to reduced funding	Saving target will be achieved but the Authority will be able to engage less with external opportunities, with the reduction of the funding.	Focus remaining resource on developing priorities of the Economic Development Strategy.		P

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

Well-being Goal	How does the policy / change objective impact on this goal?	What can be done to better contribute to positive or mitigate any negative impacts?	Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	The Regeneration Strategy funding support work on economic growth in Powys, a reduction will limited these actions.	Focus remaining resource on developing priorities of the Economic Development Strategy.	P

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



A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	As above	As above		P
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.				P
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	The Regeneration Strategy funding support work on community development in Powys, a reduction will limited these actions.	Focus remaining resource on developing priorities of the Economic Development Strategy.		P
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.				P
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	The Regeneration Strategy funding support work on cultural and heritage through Tourism initiatives in Powys, a reduction will limited these actions.	Focus remaining resource on developing priorities of the Economic Development Strategy.		P
<i>Opportunities for persons to use the Welsh language</i>				P
<i>Treating the Welsh language no less favourable than the English language</i>				P
<i>Opportunities to promote the Welsh language</i>	The Regeneration Strategy funding support work on cultural and heritage through Tourism initiatives in Powys, a reduction will limited these actions.	Focus remaining resource on developing priorities of the Economic Development Strategy.		P
<i>People are encouraged to do sport, art and recreation.</i>				P
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	The Regeneration Strategy funding support work on cultural and heritage through initiatives in Powys, a reduction will limited these actions.	Focus remaining resource on developing priorities of the Economic Development Strategy.		P
<i>Age</i>	As above	As above		P
<i>Disability</i>	As above	As above		P
<i>Gender reassignment</i>	As above	As above		P

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



<i>Marriage or civil partnership</i>	As above	As above		P
<i>Race</i>	As above	As above		P
<i>Religion or belief</i>	As above	As above		P
<i>Sex</i>	As above	As above		P
<i>Sexual Orientation</i>	As above	As above		P
<i>Pregnancy and Maternity</i>	As above	As above		P

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

Principle	How does the policy / change objective impact on this principle?	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Judgement (U; P; N; F; G; E)
Sustainable Development				
Long Term: <i>Balancing short term need with long term and planning for the future</i>	Reduction of the funding will in the long term exclude Powys from engaging in Wales wide regeneration initiatives.	Focus remaining resource on developing priorities of the Economic Development Strategy.		N
Collaboration: <i>Working together with other partners to deliver</i>	The reduction of funding will result in less engagement with key partners on Regeneration activities	As above		N
Involvement: <i>Involving those with an interest and seeking their views</i>	Regeneration Services will seek to bridge the gap with externally funding projects.	As above		N
Prevention: <i>Putting resources into preventing problems occurring or getting worse</i>		As above		N
Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three</i>				N
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty	Reduction of the funding will in the long term exclude Powys from engaging in Wales wide regeneration initiatives.	Focus remaining resource on developing priorities of the Economic Development Strategy.		N
Safeguarding Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves	N/A			N

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



Corporate Parenting Enabling our looked after children to fulfil their potential	N/A			N
--	-----	--	--	---

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Reduction of Regeneration Strategy funding will result in Powys not being able to engage in key economic initiatives.	M	L	L
Does it have potential to impact on another service area?			
Training, economic community adult social care education			

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

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
Judgement (to be included in Corporate or service risk register)		
Very High Risk	High Risk	Medium Risk
		Low Risk
	M	

8. Mitigating Actions

Action	Residual Risk
Focus remaining resource on developing priorities of the Economic Development Strategy.	M
Funding to be aligned with the regeneration strategy	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The Regeneration Strategy will continue to be monitored against defined outcomes.

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



10. Sign Off

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

Budget Saving	002 Reduce Economic Development						
Service Area	Regeneration, Property & Commissioning	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths	Portfolio Holder	CLlr Avril York

1. Cabinet Observations

General Comments
The risk is around regeneration priority within the Council. There is no risk in terms of meeting the saving, just on the impact this will have on the Council.
This will this be managed by linking future funding to the revised Regeneration Strategy.

2. Revised Risk Rating

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

3. Additional Mitigation

Further mitigation requested by Cabinet
Funding to be aligned with the regeneration strategy

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

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



Service Area	Regeneration	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	007 – Grants				
Outline Summary					
The community regeneration development grant fund supports annual partnership grants to third sector partners with a county-wide remit. It is also used in match funding with other external funding sources.					

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

Version	Author	Job Title	Date
V1	Jenni Thomas	Regeneration Manager	20/10/15

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Annual partnership funding supports a wide range of community activities (i.e. learning, economic, sports, OAP groups, youth and play schemes)	U			
Developing the economy	Reducing the grant will result in reduced inward investment. For example, festivals do generate economic benefit to the county and vary in importance.	U			
Improving learner outcomes for all, minimising disadvantage	Community grants fund a wide range of activities that support learning and development of local skills.	P			
Remodelling council services to respond to reduced funding	Withdrawing the funding will save the Council money, however this will reduce the money being brought into the county as a whole.	P			

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



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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Reducing the grant will result in reduced inward investment. For example, festivals do generate economic benefit to the county and vary in importance. Overall the grants supports £10.3m (2013-14) investment into the county.	U	Carry out consultation with grant recipients to evaluate the impacts	U	
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	Reducing the grant will mean that additional services provided in the county will be withdrawn due to lack of funding.	U	Carry out consultation with grant recipients to evaluate the impacts	U	
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	Reducing grants will mean that communities are less able to join local groups, volunteer, learning opportunities as these will no longer be available.	U	Carry out consultation with grant recipients to evaluate the impacts	U	
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	Arts and festivals across the county, tourism, bilingual events are supported through the funding	P	Carry out consultation with grant recipients to evaluate the impacts	U	
<i>Opportunities for persons to use the Welsh language</i>	As above	P	As above	u	

<i>Treating the Welsh language no less favourable than the English language</i>	As above	P	As above	u	
<i>Opportunities to promote the Welsh language</i>	As above	P	As above	u	
<i>People are encouraged to do sport, art and recreation.</i>	As above	P	As above	u	
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Potentially the impacts could affect these groups more than the general public	I	Carry out consultation with grant recipients to evaluate the impacts on each of the protected characteristics	I	
<i>Age</i>	As above	I	As above	I	
<i>Disability</i>	As above	i	As above	I	
<i>Gender reassignment</i>	As above	I	As above	I	
<i>Marriage or civil partnership</i>	As above	I	As above	I	
<i>Race</i>	As above	I	As above	I	
<i>Religion or belief</i>	As above	I	As above	I	
<i>Sex</i>	As above	I	As above	I	
<i>Sexual Orientation</i>	As above	I	As above	I	
<i>Pregnancy and Maternity</i>	As above	I	As above	I	

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: <i>Balancing short term need with long term and planning for the future.</i>	Short term cuts will have a long term impact on the local economy	U		U	
Collaboration: <i>Working together with other partners to deliver.</i>	Weaken partnership relationship that have built up over many years	U		U	
Involvement: <i>Involving those with an interest and seeking their views.</i>					
Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i>					

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



<i>Integration: Positively impacting on people, economy and environment and trying to benefit all three.</i>					
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Local economic impacts across the County, which will have a detrimental effect on poverty	U		U	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	NA				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	NA				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Reducing funding in the Community Grant Programme may result closing with the knock on reduction in provision of local services and activities (both statutory and non-statutory.) Political and reputational risk for both the council and the community delivery project.	H	L	M
Does it have potential to impact on another service area?			
Sports, health, education, early years, adult social care, arts, economic development, tourism			

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

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

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



7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
Reducing funding in the Community Grant Programme may result closing with the knock on reduction in provision of local services and activities (both statutory and non-statutory.) Political and reputational risk for both the council and the community delivery project			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

8. Mitigating Actions

Action	Residual Risk
Align grant funding with council priorities	
Funding through Leader or elsewhere for projects	
SIAs to be completed for individual grants when decisions have been made	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Once the funding ceases there will be no monitoring procedure in place.

10. Sign Off

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

Budget Saving	007 Reduce Grants						
Service Area	Regeneration, Property & Commissioning	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths	Portfolio Holder	CLlr Avril York

1. Cabinet Observations

General Comments
Brecon has not lost the jazz due to PCC contribution, the organiser was looking for additional funding from the WG events team and has failed to achieve this, and this is the reason it has not continued.
Festivals do generate economic benefit to the county and vary in importance.

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
Align grant funding with council priorities
Funding through Leader or elsewhere for projects
SIAs to be completed for individual grants when decisions have been made

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

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



Service Area	Regeneration, Planning and Commissioning	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	008 – Withdraw From Village Halls: Withdraw grant from village halls through a damping scheme.				
Outline Summary					
The Village Hall Revenue scheme supports a wide range of Community Centres and Village Halls across the County, the proposal is to withdraw from the scheme and make the saving over a two year period.					

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

Version	Author	Job Title	Date
V1	Jenni Thomas	Regeneration Manager	15/10/15

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Local village hall/community centre are integral to the community for community activities developed and run by volunteers and providing the facilities for a range of services (statutory and non-statutory). Reducing funding will potentially lead to these services and projects being unable to be provided locally. Other council provision delivered at these halls may not be able to continue.	U	Damping scheme is trying to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close. No other revenue funding available.	Annual statistical information from each form within the revenue scheme, including audited accounts	P
Developing the economy	More money is kept within the local area as services are available locally. Functions held in the halls use local traders i.e. catering	U	Damping scheme is trying to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close with the resulting in loss of local trade.	Annual statistical information from each form within the revenue scheme, including audited accounts. Annual log of activities and usage hours.	P

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



Improving learner outcomes for all, minimising disadvantage	Courses are run within local halls by NPTC Group, PAVO, YFC, WI etc. If the charges were increased to cover greater cost the groups may be forced to cease courses.	U	Damping scheme is trying to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close. Signposting organisations to other funding opportunities to enable courses to run.	Annual log of activities and usage hours.	P
Remodelling council services to respond to reduced funding	This will deliver the budget reductions required. However there could be an impact on the community delivery project.	N	NA	Customer feedback	This will deliver the budget reductions required. However there could be an impact on the community delivery project.

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.	Courses are run within local halls by NPTC Group, PAVO, YFC, WI etc. If the charges were increased to cover greater cost the groups may be forced to cease courses.	U	Damping scheme is trying to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close. Signposting organisations to other funding opportunities to enable courses to run.	Annual log of activities and usage hours.	P
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				

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



A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	A range of activities, including fitness classes are held in the halls providing physical and mental wellbeing.	U	Damping scheme is trying to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close	Annual log of activities and usage hours.	P
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	Halls provide a community hub and make the area more attractive to people.	U	Damping scheme is trying to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close potentially leading to rural isolation.	Annual log of activities and usage hours.	P
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	Some areas have a majority of Welsh speakers and the availability of local halls allows people to use the Welsh Language and maintain the Welsh Culture.	P	Damping scheme is trying to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close.	Welsh language usage data	N
<i>Opportunities for persons to use the Welsh language</i>	Some areas have a majority of Welsh speakers and the availability of local halls allows people to use the Welsh Language	P	As above	Welsh language usage data	N
<i>Treating the Welsh language no less favourable than the English language</i>	The closure of local halls may make it more difficult for people to participate through the Welsh language.		As above	Welsh Language usage data	N
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>	Halls provide opportunities for cultural, arts and sports activities.		Damping scheme is trying to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close.	Activity logs and usage data	
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Universal service, although there may be some groups who are more effective than others.	N	More research needed to evaluate possible impacts on groups.		N

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



Age	Potentially older people would be less able to access services and activities.	P	More research needed to evaluate possible impacts on groups.		N
Disability	Potentially people with disabilities would be less able to access services and activities.	P	As above		N
Gender reassignment	N/A		As above		
Marriage or civil partnership	N/A		As above		
Race	N/A		As above		
Religion or belief	N/A		As above		
Sex	N/A		As above		
Sexual Orientation	N/A		As above		
Pregnancy and Maternity	N/A		As above		

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: <i>Balancing short term need with long term and planning for the future.</i>	If a hall closes then it is likely to remain closed with the resulting loss to the community.	N	Damping scheme is trying to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close	Activity logs and hours used data	N
Collaboration: <i>Working together with other partners to deliver.</i>	Various groups and agencies are involved in the running of the halls and the activities working together to provide services for the communities. The potential closure of the halls will impact on this	P	Damping scheme is trying to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close	Annual statistical information from each from within the revenue scheme, including audited accounts. Annual log of activities and usage hours.	N
Involvement: <i>Involving those with an interest and seeking their views.</i>	N/A				
Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i>	N/A				

Integration: Positively impacting on people, economy and environment and trying to benefit all three.	Reducing funding to the halls could potentially have a detrimental effect on local well-being,	U	Damping scheme is trying to alleviate some of the negative impacts, however some halls may become unsustainable and be forced to close	Annual statistical information from each from within the revenue scheme, including audited accounts. Annual log of activities and usage hours.	P
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Services provided in the halls are usually relatively cheap to attend, both in terms of admission and travel costs. Reducing availability may have an impact on people's ability to access these.	N			
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Reducing funding may result in community halls closing with the knock on reduction in provision of local services and activities (both statutory and non-statutory.) Political and reputational risk for both the council and the community delivery project.	High	Medium	Medium
Does it have potential to impact on another service area?			
Council services run through community centres.			

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



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

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

The council would no longer have evidence of community activities or links with communities through this route as this information is currently provided through the grant monitoring process.

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)

Cabinet Report Reference:

Reducing funding to community/village halls will deliver the budget reductions required. However there could be an impact on communities through reduced or withdrawn service delivery (by both the council and other agencies), the provision of community activities, the authority's community delivery project and the council's reputation.

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

Very High Risk	High Risk	Medium Risk	Low Risk
		X	

8. Mitigating Actions

Action	Residual Risk
Damping scheme is trying to alleviate some of the negative impacts.	M
Encourage Community Centres to increase funding	
Encourage Community Councils to increase funding for their Community Centres	
Encourage Community Centre Management Committees to review their Business Models	
Act as a forum for best practice for fund raising	

9. On-going monitoring arrangements?

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

If grants are withdrawn there will be no monitoring process as this is currently part of the grant terms and conditions.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Jenni Thomas		
Head of Service:	Sue Bolter		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	CLlr Avril York		

Budget Saving	008 Withdraw From Village Halls						
Service Area	Regeneration, Property & Commissioning	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths	Portfolio Holder	CLlr Avril York

1. Cabinet Observations

General Comments
<p>Funding provided contributes to between 10 and 20% of village halls overall budget only. Community halls have other funding streams that they also need to review their business models and it is unlikely that the removal of this funding will result in any closures of village halls. Village halls in other authorities do not receive Council revenue support, but nevertheless seem to function perfectly.</p> <p>Some village halls are independently funded already. The damping scheme proposed ensures that village halls don't lose all of the funding in one year, this is spread across two years.</p> <p>If we remove the base for offering services locally, this may affect the transformation of other services which we want to provide through the Third Sector.</p> <p>When you have a lot of community activity occurring due to organising of fund raising events, this brings together the community. Grant funding provided by PCC discourages this, therefore withdrawing funding in some instances could be a positive factor.</p> <p>Town Councils have largely raised their precepts greatly to take on new services. Community Councils in general have not had the same appetite to raise their precepts to the same extent.</p>

2. Revised Risk Rating

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

3. Additional Mitigation

Further mitigation requested by Cabinet
Act as a forum for best practice for fund raising

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

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



Service Area	Regeneration	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	010 – TICs				
Outline Summary					
Budget saving of £130,000 over 3 years by cutting visitor information services. This includes removing grant funding to 6 Community operated Tourist Information Centres across Powys (2016/17), and moving Brecon Information Centre functions into the new Brecon Cultural Hub (2017/18) as a shared service centre with Brecknock Museum and Brecon Library.					

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

Version	Author	Job Title	Date
1.0	Julie Lewis	Tourism Officer	20/10/15
2.0	Jenni Thomas	Regeneration Manager	21/10/15

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives		N			
Developing the economy	A report commissioned by Welsh Government into the Economic impact of TIC's in 2012 stated that the gross additional spend per enquiry was £17.49, with the new additional spend being £5.22. In 2014 the Powys network of TIC's (7 in total) serviced 240,332 enquiries, therefore the additional spent generated was £4,203,402 (gross) or £1,254,533 (net) Withdrawing support jeopardises this added value to the tourism economy of Powys, however it is not known at this stage how many TIC's would be forced to close if funding is withdrawn.	U	By withdrawing financial support over the next 3 years, it is not certain which TIC's may sustain themselves in future, this still having a positive economic impact.	Welsh Gov report into TIC Economic Impact (2012)	P
Improving learner outcomes for all, minimising disadvantage		N			

<p>Remodelling council services to respond to reduced funding</p>	<p>A budget saving of £130,000 over 3 years by withdrawing visitor information services has been proposed. This service was remodelled in 2008/09 when funding for 6 TICs was agreed when they began to be operated by Community groups. Funding has been granted under SLA's for a 7 year period, and community operated TIC's have had sufficient time to move towards self-sustaining operation. The provision of this service is a non-statutory function for the Council.</p>	<p>G</p>	<p>The best case scenario would be find all 6 community operated TIC's will survive the withdrawal of funds and community groups will continue to provide visitor information services, however this is outside of the Council's direct control.</p>		<p>G</p>
--	--	----------	--	--	----------

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
<p>A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.</p>	<p>Withdrawing support jeopardises this added value to the tourism economy of Powys (£4,203,402 (gross) or £1,254,533 (net) in 2014), However it is not known at this stage how many TIC's would be forced to close if funding is withdrawn.</p>	<p>U</p>	<p>By withdrawing financial support over the next 3 years, it is not certain which TIC's may sustain themselves in future, this still having a positive economic impact.</p>	<p>Welsh Gov report into TIC Economic Impact (2012)</p>	<p>P</p>
<p>A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).</p>	<p>N/A</p>	<p>N</p>			
<p>A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.</p>	<p>N/A</p>	<p>N</p>			

A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A	N			
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A	N			
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	Some areas have a majority of Welsh speakers and the availability of local TICs allows people to use the Welsh Language and maintain the Welsh Culture.	p			
<i>Opportunities for persons to use the Welsh language</i>		p			
<i>Treating the Welsh language no less favourable than the English language</i>	Some areas have a majority of Welsh speakers and the availability of local TICs allows people to use the Welsh Language and maintain the Welsh Culture.	p			
<i>Opportunities to promote the Welsh language</i>	As above	p			
<i>People are encouraged to do sport, art and recreation.</i>	As above	p			
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Universal service, although there may be some groups who are more effective than others.	P			
<i>Age</i>	Potentially older people would be less able to access services and activities	U			
<i>Disability</i>	Potentially people with disabilities would be less able to access services and activities.	U			
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					

Sex				
Sexual Orientation				
Pregnancy and Maternity				

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: <i>Balancing short term need with long term and planning for the future.</i>		N			
Collaboration: <i>Working together with other partners to deliver.</i>	A joint working arrangement has been in place for the delivery of Visitor Information Services since 2008/09. This arrangement of Council financial support for external delivery will cease under the current proposals.	F	Assist community TIC's with business planning processes to better equip them for operating independently in the future.		F
Involvement: <i>Involving those with an interest and seeking their views.</i>	Bi-annual reviews take into account the views of the range of community groups who manage the 6 TIC's currently supported by the Council.	F	Signpost community groups to other support mechanisms and maintain an ongoing advisory relationship with them in the future.		F
Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i>	N/A	N			
Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three.</i>	N/A	N			
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	N			

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



Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A	N		
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A	N		

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Reducing funding may result in TICs closing with the knock on reduction in provision of local services and activities Political and reputational risk for both the council.	Medium	Medium	Medium
Does it have potential to impact on another service area?			

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

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:		
Reducing funding may result in TICs closing with the knock on reduction in provision of local services and activities Political and reputational risk for both the council.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

8. Mitigating Actions

Action	Residual Risk
Continue to develop ICT solutions	
Develop Brecon TIC and the new cultural centre as planned	

9. On-going monitoring arrangements?

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

If grants are withdrawn there will be no monitoring process as this is currently part of the grant terms and conditions.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Jenni Thomas		
Head of Service:	Sue Bolter		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Councillor Avril York		

Budget Saving	010 Stop Funding Tourist Information Centres						
Service Area	Regeneration, Property & Commissioning	Head of Service	Sue Bolter	Strategic Director	Paul Griffiths	Portfolio Holder	Clr Avril York

1. Cabinet Observations

General Comments
<p>The number of people using TICs has plummeted. Approximately 2% of users are Day visitors, and approximately 7% of users are staying for a longer period of time. The largest user group at approximately 25% are overseas visitors. For a number of years ICT has provided the solution for visitors and that continues to develop. The Council in 2009 moved to a system of funding TICs via grants, and the reason for that was that it was envisaged at that time that eventually TICs would cease to provide value for money.</p> <p>Decision previously made to close Builth TIC. A large number of queries in Builth previously were for interpreting bus timetables and change for the car park. Internet research has overtaken the requirements for TICs.</p>

2. Revised Risk Rating

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

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

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



Service Area	HTR	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	023 – Staff Reduction – natural wastage and ongoing service remodelling.				
Outline Summary					
This savings target is based on reducing the budget allocated to the staffing resource and the budget spent of agency staff and contract staff across the HTR service. The enabling factors helping to achieve this are the various programmes running across the functions to remodel the service structure and via redesigning how we deliver different activities in the service which can be achieved by the use of new technology for example.					

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

Version	Author	Job Title	Date
1	Lisa Griffiths	Organisational Design & Development Manager	29 th October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Not applicable	N			
Developing the economy	Not applicable	N			
Improving learner outcomes for all, minimising disadvantage	Not applicable	N			
Remodelling council services to respond to reduced funding	This initiative is based on how we remodel council services to respond to reduced funding.	G			

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Not applicable	N			

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



A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	Not applicable	N			
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	Not applicable	N			
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	Not applicable	N			
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	Not applicable	N			
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	Not applicable	N			
<i>Opportunities for persons to use the Welsh language</i>	Not applicable	N			
<i>Treating the Welsh language no less favourable than the English language</i>	Not applicable	N			
<i>Opportunities to promote the Welsh language</i>	Not applicable	N			
<i>People are encouraged to do sport, art and recreation.</i>	Not applicable	N			
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Not applicable	N			
<i>Age</i>	Not applicable	N			
<i>Disability</i>	Not applicable	N			
<i>Gender reassignment</i>	Not applicable	N			

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



<i>Marriage or civil partnership</i>	Not applicable	N			
<i>Race</i>	Not applicable	N			
<i>Religion or belief</i>	Not applicable	N			
<i>Sex</i>	Not applicable	N			
<i>Sexual Orientation</i>	Not applicable	N			
<i>Pregnancy and Maternity</i>	Not applicable	N			

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

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

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



Corporate Parenting: Enabling our looked after children to fulfil their potential.	Not applicable	N			
--	----------------	---	--	--	--

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
1. Potential loss of useful skills and knowledge required for the future. 2. Lack of skilled resource available impacting on the level of statutory service delivery. 3. Removal of the delivery of non-statutory functions. 4. Risk to standard of highways.	High	Medium	Medium
Does it have potential to impact on another service area?			

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

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
Judgement (to be included in Corporate or service risk register)		
Very High Risk	High Risk	Medium Risk
		Low Risk
		X

8. Mitigating Actions

Action	Residual Risk
Explore various options for delivering the service	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
An action plan is being developed. The HTR service will use an AIA approach to monitor this savings initiative along with others listed in the service efficiency savings tracker and MTFP. The AIA will be managed by the Organisational Design & Development Manager and will be reviewed on a regular basis by the Head of Service and Strategic Director.

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



10. Sign Off

Position	Name	Signature	Date
Service Manager:	Lisa Griffiths		29 th October 2015
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr John Powell, Cllr John Brunt		

Budget Saving	023 Staff Reduction						
Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Clr John Brunt

1. Cabinet Observations

General Comments
There is a risk to the standard of our highways.
The risk needs to be managed as we go through this process. The service will reduce and will come down to a minimum standard. Content with medium risk as there are so many unknowns at the moment.
HTR is one of the highest spending services and it's important that we achieve significant savings in order not to adversely impact on other services.

2. Revised Risk Rating

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

3. Additional Mitigation

Further mitigation requested by Cabinet
Explore various options for delivering the service

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

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



Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	024 – Waste Disposal Contract				
Outline Summary					
Procurement of contract for residual waste to move away from the reliance on landfill to more sustainable options, in line with the WG strategy and statutory targets.					

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

Version	Author	Job Title	Date
1.1	Ashley Collins	Waste and Recycling Strategy Manager	27/10/2015

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

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

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

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

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



A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	Provision of long-term solution for residual waste, without the reliance on landfill	G		Tender documentation	
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	Provision of long-term solution for residual waste, without the reliance on landfill	G		Tender documentation	
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					

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

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
/Sustainable Development					
Long Term: <i>Balancing short term need with long term and planning for the future.</i>	Provision of long-term solution for residual waste, without the reliance on landfill	G		Tender documentation	
Collaboration: <i>Working together with other partners to deliver.</i>	Solution is likely to be a collaboration with other authorities in Wales	G		Tender documentation	
Involvement: <i>Involving those with an interest and seeking their views.</i>	n/a				
Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i>	Provision of long-term solution for residual waste, without the reliance on landfill	G		Tender documentation	
Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three.</i>	Provision of long-term solution for residual waste, without the reliance on landfill	G		Tender documentation	
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	n/a				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	n/a				

Corporate Parenting: Enabling our looked after children to fulfil their potential.	n/a				
--	-----	--	--	--	--

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
1. Failure to procure a cost effective solution 2. Failure to reach agreement on existing contractual arrangement	Medium	Medium	Medium
Does it have potential to impact on another service area?			

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

What additional evidence and data has informed the development of your proposal?
Currently in discussion with WG to maximise collaborative working with other authorities, and potentially attract grant subsidy if the solution conforms to WG policy and strategy.

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:		
Successful procurement of an alternative option to landfill for residual waste will provide a sustainable way forward with less reliance on landfill and year on year cost savings, and contribute to recycling rate.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		

8. Mitigating Actions

Action	Residual Risk
Continued dialogue with WG, neighbouring authorities and existing disposal contractor	Medium
Service to explore all options for service delivery	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Achieving WG statutory targets on landfill and remaining within budget

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



10. Sign Off

Position	Name	Signature	Date
Service Manager:	Ashley Collins		28/10/15
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr John Powell		

Budget Saving	024 Waste Disposal Contract						
Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Clr John Brunt

1. Cabinet Observations

General Comments
There are quite a number of different solutions for disposal of waste now. We have an existing contract with clauses which allows an extension. At the moment we're looking for the best solution, but we have to work through a number of options.

2. Revised Risk Rating

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

3. Additional Mitigation

Further mitigation requested by Cabinet
Service to explore all options for service delivery

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

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



Service Area	Highways, Transport and Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	028 – 3 weekly Collection				
Outline Summary					
To move to a three weekly refuse collection service whilst sustaining a weekly recycling service so as to meet the necessary savings identified in the Medium Term Financial Strategy (MTFS). By reducing the quantity of waste for disposal and increasing the amount recycled from the kerbside, the change also make a significant contribution to the council meeting strict WG recycling targets and thus avoiding fine.					

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

Version	Author	Job Title	Date
V1 – Assessment of Relevance Template	Nigel Hicks, Melanie Amor and Sue Glenn	Project Officer, Communications Officer, Consultation Officer	18 th August 2015
V2 – SIIA	Nigel Hicks, Sue Glenn and Ashley Collins	Project Officer, Consultation Officer, Waste and Recycling Strategy Manager	9 th September 2015

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

Council Priority	How does the policy / change objective impact on this priority?	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Residents will be encouraged and incentivised to recycle more of their waste at the kerbside as well as using Community Recycling Sites and Household Waste Recycling Centres for bulkier materials. Community Recycling Sites are often managed by local groups who receive a payment for use within the community.	Actively publicise and promote the new service to encourage participation in recycling and provide additional capacity for recycling if required. Work with community groups so that their role makes a positive contribution to the overall waste and recycling strategy.	Best practice gleaned from other authorities adopting a similar approach and results from consultation.	G
Developing the economy	Maximising recyclate collected will contribute to the development of the market for reprocessors for the material which will create jobs and bring income to the Council and local economy.	Maximising the quality of the material collected will mean that the Council can achieve the best income and thus offset the cost of the service.	Current market values for recyclate inform the selection of materials collected.	G
Improving learner outcomes for all, minimising disadvantage	The introduction of the new service will incentivise all residents to recycle more of their waste and thus ensure that everyone makes an equal contribution to the environment as well as saving Council funds for more beneficial uses.	Where residents genuinely require additional capacity, such as a medical issue or larger families with children in nappies, this can be considered. Awareness Advisors are available to assist residents with any problems that they may have. There is also an assisted collection scheme for residents who struggle with the existing arrangements.	Best practice gleaned from other authorities adopting a similar approach and results from consultation.	G

Remodelling council services to respond to reduced funding	This is the key driver of the change to help the council manage its reducing budget and also achieve recycling targets thus reducing the risk of fines.	Maximising the quality of the material collected will increase income available from recycle collected. Awareness and Enforcement will assist this priority.	Business case for three weekly collection and best practice from other authorities.	E
---	---	--	---	---

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

Well-being Goal	How does the policy / change objective impact on this goal?	What can be done to better contribute to positive or mitigate any negative impacts?		Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	As there is still a considerable amount of recyclable material being disposed of via the residual waste stream, increasing the recycle collected will mean that resources are used more efficiently. The collection of more recycle will also stimulate the market for reprocessing and thus create wealth and jobs	Good communications to boost awareness and understanding of service and requirement for good quality recycle.	Compositional analysis of waste commissioned by the Welsh Government.	E
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	As above moving to a three weekly service will encourage residents who may only recycle sporadically to do so more regularly and increase our recycling rates to conserve natural resources, reduce landfill and meet the WG targets.	As above, good communications to boost awareness and understanding of service and requirement for good quality recycle.	Compositional analysis of waste commissioned by the Welsh Government.	E
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	Consultation with residents suggests there is a concern about the health impacts of moving to a three weekly service, particularly as regards the potential attraction of vermin. There are also concerns regarding keeping non-infectious clinical waste (nappies, incontinence pads, colostomy bags) for an extended period.	If residents use the service correctly, maximising recycling and securely bagging any potentially problematic waste, this issue will be minimised. Where residents genuinely require additional capacity, such as a medical issue or larger families with children in nappies, this can be considered. Awareness Advisors are available to assist residents with any problems that they may have. There is also an assisted collection scheme for residents who struggle with the existing arrangements.	Results from consultation.	N

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



A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	Maximising recycling from the kerbside collection will benefit all members of the community through the positive impact on climate change and the reduction on the cost of the service allowing Council funds to be spent more effectively.	All residents within the communities will need to be targeted effectively through communication, awareness and enforcement.	Compositional analysis and best practice from other authorities.	G
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	One of the key drivers of this change is the positive impact on climate change through the increase in recycling and reduction in landfill. It will also impact positively on social and economic well-being as funds can be diverted to be spent more effectively on services for the public.	All residents within the communities will need to be targeted effectively through communication, awareness and enforcement.	Compositional analysis and best practice from other authorities.	E
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	All promotional material is bi-lingual.	Welsh speakers are available if required for awareness events.	N/A	G
<i>Opportunities for persons to use the Welsh language</i>	Residents can contact the council in Welsh via the various communication channels.	Welsh speakers are available if required for awareness events.	N/A	G
<i>Treating the Welsh language no less favourable than the English language</i>	All promotional material is produced in both languages.	Welsh speakers are available if required for awareness events.	N/A	G
<i>Opportunities to promote the Welsh language</i>	All promotional material is produced in both languages.	Welsh speakers are available if required for awareness events.	N/A	G
<i>People are encouraged to do sport, art and recreation.</i>	Not applicable for this policy/service change.	N/A	N/A	N
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Every household in Powys receives a kerbside collection of recycling and residual waste.	Mitigations are in place to take account of the protected characteristics that apply, namely age and disability.	Best practice from other authorities and results from consultation	G

<i>Age</i>	Powys households consist of a mix of ages and we are aware that certain household types may need additional help and support when the three weekly service comes into effect. Families with children in nappies and older people who generate non-infectious clinical waste will be most affected by this change.	Where residents genuinely require additional capacity, such as a medical issue or larger families with children in nappies, this can be considered. Awareness Advisors are available to assist residents with any problems that they may have. There is also an assisted collection scheme for residents who struggle with the existing arrangements.	Results from consultation.	G
<i>Disability</i>	Disabled residents or those with a medical condition which requires them to dispose of large quantities of incontinence waste may need additional support.	Residents with disabilities who have no other family support may be eligible for an assisted collection and those with large quantities of incontinence waste due to a medical condition would be offered an additional bin or bags to help them manage when we move to a three weekly service.	Results from consultation.	G
<i>Gender reassignment</i>	No impact - every household in Powys receives a kerbside collection of recycling and residual waste.	N/A	N/A	N
<i>Marriage or civil partnership</i>	As above	N/A	N/A	N
<i>Race</i>	As above	Potential to communicate with key groups if there appears to be limited recycling by a household, including providing promotional material in alternative languages.	N/A	N
<i>Religion or belief</i>	As above	N/A	N/A	N
<i>Sex</i>	As above	N/A	N/A	N
<i>Sexual Orientation</i>	As above	N/A	N/A	N
<i>Pregnancy and Maternity</i>	The key impact here will be on the capacity to dispose of nappies with a three weekly collection.	Families with two or more children in nappies will be offered support and additional capacity via an extra bin or purple sacks following an assessment if requested.	Results from consultation.	G

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

Principle	How does the policy / change objective impact on this principle?	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Judgement (U; P; N; F; G; E)
Sustainable Development				
<i>Long Term: Balancing short term need with long term and planning for the future.</i>	There is an immediate pressure to make the savings as outlined in the MTFs, however in the longer term there is a need to increase recycling to achieve WG targets and minimise risk of fines. It is likely that the frequency of residual waste collections will need to be reduced further as the targets for recycling become more challenging and pressures on budgets increase.	If residents use the service correctly, maximising recycling and securely bagging any potentially problematic waste, reducing the frequency of residual collections will not pose any serious problems. Where residents genuinely require additional capacity, such as a medical issue or larger families with children in nappies, this can be considered. Awareness Advisors are available to assist residents with any problems that they may have. There is also an assisted collection scheme for residents who struggle with the existing arrangements.	Compositional analysis, best practice from other authorities and results from consultation.	G
<i>Collaboration: Working together with other partners to deliver.</i>	The move to three weekly collections is one of several methods of achieving the WG statutory targets. We will be working with our third party suppliers to maximise the effectiveness of Household Waste Recycling Centres and income from recycle.	Maintaining proactive dialogue with third party providers on any changes to service to ensure consistent delivery.	Contractual arrangements with third party providers.	E
<i>Involvement: Involving those with an interest and seeking their views.</i>	Views have been sought from residents on how to mitigate for those who may genuinely struggle with a three week service and seek input re any concerns so as to plan accordingly for the service and how to communicate with households and about what.	Residents are generally happy with recycling service and overall find it easy to use. Capacity issues for key household types can be addressed. Views considered and captured via Cabinet Report to inform members ahead of a final decision in October 2015 and to inform future communications.	Results from consultation.	G
<i>Prevention: Putting resources into preventing problems occurring or getting worse.</i>	Good communications required and engagement by Powys residents to ensure smooth implementation of service.	Communications plan and resources to be put in place to help respond to any concerns expressed and encourage residents to recycle all they can.	Results from consultation.	G

Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three.</i>	One of the key drivers of this change is the positive impact on climate change through the increase in recycling and reduction in landfill. It will also impact positively on people and the economy as funds can be diverted to be spent more effectively on services for the public.	All residents within the communities will need to be targeted effectively through communication, awareness and enforcement.	Compositional analysis and best practice from other authorities.	E
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A	N/A	N/A	N
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Some residents may be vulnerable, such as older disabled residents who live alone and require assistance	Consideration to be given to this with existing policy of assisted collections and additional capacity.	Results from consultation	G
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A	N/A	N/A	N

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Residents not having enough capacity for residual waste	Low	Medium	Low
Perceived issue of storing non-infectious clinical waste – AHPs and colostomy bags	Low	Medium	Low
High requirement for additional recycling containers and residual capacity	Medium	Medium	Medium
Does it have potential to impact on another service area?			
In the short term, the contact centre will receive a surge in calls whilst the new service beds in. There may be a potential increase in some fly tipping if residents don't qualify for a bigger bin and refuse crews stop collecting side waste as instructed but this hasn't been the case for Gwynedd who have already implemented three weekly collections.			

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

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

Consultation results provide evidence regarding recycling habits, concerns, and also views around what mitigations residents would be willing to accept depending on personal circumstances.

Residents Satisfaction Survey results from 2012/13 and 2015/16 show that residents continue to be satisfied with both the recycling and refuse collection service. Just over 820 residents were interviewed and asked for their views on key council services. 83% of residents in 2012/13 were satisfied with the refuse collection service. The figure for this year is 79%. Satisfaction with recycling was 76% two years ago and has increased to 78% this year. These telephone interviews were conducted during August when the consultation regarding the change to three weekly residual collections had been launched so there is no reason to suggest the views are based on residents being unaware of the changes being proposed.

A compositional analysis of residual waste commissioned by the Welsh Government shows that there is still a considerable amount of recyclable material present which if placed into kerbside recycling containers would free up enough additional residual capacity to facilitate a three weekly collection service.

7. Policy / Change Objective Impact Assessment Summary and Judgement

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

There will be an impact on residents, but with an increase in uptake of recycling, the vast majority of the population will be able to easily adapt to the new collection frequently. There will be a greater impact on residents who have a need to dispose of non-infectious clinical waste such as AHPs and colostomy bags. This can be mitigated against through the provision of additional residual capacity.

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

Very High Risk	High Risk	Medium Risk	Low Risk
		Medium Risk	

8. Mitigating Actions

Action **Residual Risk**

Residents with a requirement to dispose of non-infectious clinical waste will be provided with additional capacity for storage before collection	Low
Assisted collection scheme will be offered for vulnerable residents following assessment for suitability	Low
All residents can request additional recycling boxes to enable them to recycle more and free up space in their residual waste containers.	Low
Continued and improved communication with residents	
A full review of the success of the 3 weekly collections to take place in due course at the appropriate time	

9. On-going monitoring arrangements?

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

The service will be continually reviewed to determine the impact through recording of complaints, satisfaction surveys, and monitoring of waste flows and performance against recycling targets.

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



10. Sign Off

Position	Name	Signature	Date
Service Manager:	Ashley Collins / Ian Harris		
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr John Powell		

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



Budget Saving	028 3 weekly Collection						
Service Area	Highways, Transport & Recycling	Head of Service	Nigel Brinn	Strategic Director	Paul Griffiths	Portfolio Holder	Clr John Powell

1. Cabinet Observations

General Comments
This saving has been approved by Cabinet and is already underway. This SIIA appears as some of the saving accrues in 2016/17. This is part of the integrated assessment framework, so this SIIA has been included for that purpose.
The move to 3 weekly collections shows early signs of a considerable increase in recycling. After several months the 3 weekly collection should be reviewed.

2. Revised Risk Rating

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

3. Additional Mitigation

Further mitigation requested by Cabinet
Continued and improved communication with residents
A full review of the success of the 3 weekly collections to take place in due course at the appropriate time

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

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




Service Area	Concurrent Functions	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	036 – Concurrent Functions Grants				
Outline Summary					
To cease payment of the Concurrent Functions Grants provided to town and community councils in Montgomeryshire. These grants give varying levels of support through local councils to local clubs and groups, or through the local councils themselves, for managing green spaces, sports facilities, play areas and other amenities in their communities. The proposal also recommends that the broad principle of this grant-led approach is reviewed and replaced, if finances permit, by a Powys-wide local support grant in year 3 of the 3-year MTFS plan.					

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

Version	Author	Job Title	Date
V1	SM	Leisure & recreation Services Manager	16-10-2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	How are you going to do things differently?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives					
Developing the economy					
Improving learner outcomes for all, minimising disadvantage					
Remodelling council services to respond to reduced funding	The proposal makes a direct saving	F	Currently, this grant is available to local councils in Montgomeryshire only, and only then upon application. The proposal is to make the situation equitable through phased withdrawal and consideration of an alternative approach.	Attached document which summarises grant application spend in 2012/13.  2012-13 Concurrent Functions.xlsx	F

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	Potential for initial negative impact, should local councils in Montgomeryshire find transition difficult to fund	I	Cabinet have agreed to review the broad principles of this grant approach before 2018-19, and consider a pan-Powys approach, subject to funding being possible.	Council Budget Seminar notes provided to members	I
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	As above	I	As above. Noted that with the notable exceptions of Newtown and Welshpool councils, the level of grant is very small, typically under £1,000.		I
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	N/A				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					

<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.	Distribution and profile of beneficiaries unknown, as this grant is sought and received by local councils with no equality records provided upon application to the county council.				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					
<i>Sexual Orientation</i>					
<i>Pregnancy and Maternity</i>					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: <i>Balancing short term need with long term and planning for the future.</i>	The proposal may well impact upon this theme.	I	Local councils have the means to derive other sources of income through rateable charges, or through local devolution of amenities to the community groups, as has been pursued in Brecon and Radnor areas.	Community Asset transfers in Brecon and Radnor across 2012 - present	
Collaboration: <i>Working together with other partners to deliver.</i>	Indirectly, this proposal will ensure that some beneficiaries seek local discussions over management of amenity areas, necessitating local joint working.	I	As Discussions have taken place with a range of local councils and local groups in support of joint working above, and the only obstacle is willingness to do so at a local level, rather than the effectiveness of doing so.	As above	

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



Involvement: <i>Involving those with an interest and seeking their views.</i>	As above				
Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i>					
Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three.</i>					
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
1. Loss of outdoor recreational facilities; 2. Failure to carry out maintenance of outdoor rec facilities.	L	H	M
Does it have potential to impact on another service area?			
None known			

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

What additional evidence and data has informed the development of your proposal?
Information provided by Treasury Manager, and represented in attachment, as summary of services supported through this grant application mechanism. Noted that this grant is accepted as inequitable, with no version applied in mid and south Powys.

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



7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
<p>The grant does indeed support localised recreational activity in Montgomeryshire, though very indirectly though part support for costs of grounds maintenance and other revenue costs supported by local councils in this part of Powys. To undertake a staged removal would make the situation of indirect support for such amenities equitable, since no such support exists in the mid or south of the county. Cabinet have agreed to review this grant-led approach prior to 2018-19, to consider whether introduction of a Powys-wide grant approach is appropriate and financially feasible. The withdrawal of this grant for the majority of local councils is very unlikely to lead to facility closure or dramatic change as the funding levels are typically very small. Indeed, the proposal may stimulate closer working arrangements with local volunteers and clubs in their areas, as is the emerging case in mid and south Powys where outdoor recreational areas have been passed to local communities. The impact upon such facilities in Newtown and Welshpool, where funding levels account for nearly two thirds of the grant total, may demand a more locally targeted consideration of priorities for amenity management, though resilience to manage this change are likely to be greater.</p>			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

8. Mitigating Actions

Action	Residual Risk
Mitigating actions include a phased reduction over 2 years.	L
Officer support will be available in terms of advice on procurement and tendering, grounds maintenance and in management of volunteers, together with free advice being available from PAVO. Such facilitation has been a normal activity in mid and south Powys as part of service redesign and community delivery of outdoor recreation assets.	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Review of grant support for outdoor recreational facilities prior to 2018-19, with associated community consultation.

10. Sign Off

Position	Name	Signature	Date
Service Manager:			
Head of Service:	Stuart Mackintosh		16-10-2015
Strategic Director:			
Portfolio Holder:			

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



Budget Saving	036 – Concurrent Functions Grants						
Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Clr Avril York

1. Cabinet Observations

General Comments

2. Revised Risk Rating

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

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

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



Service Area	Leisure & Recreation/ Cleaning Service	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	037c – Cleaning: Consideration of JVC transfer or Trading Company.				
Outline Summary					
Following the transfer of Cleaning staff based in schools and the reduction in the extended management team to create required efficiencies, the service will be exploring the option of joining with the joint venture company or forming a trading company.					

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

Version	Author	Job Title	Date
V1	Cheryl Leighton	C&C Services Development Manager	26 October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Not applicable				
Developing the economy	Potential to lead to more employment for local people	Good	Not applicable		
Improving learner outcomes for all, minimising disadvantage	Not applicable				

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Potential to lead to more employment for local people	good	Not applicable		
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	Not applicable				

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



A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	Not applicable				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	Not applicable				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	Not applicable				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	Not applicable				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Not applicable			Evidence on stats from employment services	
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					

Sexual Orientation					
Pregnancy and Maternity					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: <i>Balancing short term need with long term and planning for the future.</i>	Know the current and likely future requirements for the service	Fair	Not applicable		
Collaboration: <i>Working together with other partners to deliver.</i>	Looking at joint venture opportunities	Fair	Not applicable		
Involvement: <i>Involving those with an interest and seeking their views.</i>	Consultations with cleaning Management	Fair	Not applicable		
Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i>	Sourcing right partner if JVC, Monitoring and audits	Good	Not applicable		
Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three.</i>	Not applicable				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Sourcing right partner if JVC, Monitoring and audits	Neutral	Transfer to JVC	Not applicable	
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Opportunity for potential improvement	Good	Not applicable		
Corporate Parenting: Enabling our looked after children to fulfil their potential.	Not applicable				

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



5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
1. Selection of wrong JVC; 2. Inability to action a JVC; 3. Timing of entering JVC – may be delayed.	Low	Medium	Low
Does it have potential to impact on another service area?			
Support function provided by Business Services Existing customers – Property Services, Library Service, Youth Service, Fire Service, Housing			

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

What additional evidence and data has informed the development of your proposal?
None

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
No negative impact on service delivery No negative impact on staff (T&Cs)	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	X

8. Mitigating Actions

Action	Residual Risk
Thorough selection process	low
Auditing	low

9. On-going monitoring arrangements?

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

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Cheryl Leighton		26 October 2015
Head of Service:			
Strategic Director:			
Portfolio Holder:			

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



Budget Saving	037c – Cleaning: Consideration of JVC transfer or Trading Company						
Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Clr Darren Mayor

1. Cabinet Observations

General Comments
Should be a medium risk as we don't yet have enough confidence that we will achieve the savings via the JVC or Trading Company.

2. Revised Risk Rating

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

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

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



Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths
Policy / Change Objective / Budget Saving	038 – Catering				
Outline Summary					
Full cost recovery on school meals and Council catering outlets.					
Work has been ongoing for some time to review meal costs and means of provision across small schools in Powys. This work will continue, and changes to how meals are provided (e.g. through export/import kitchens) will need to continue to ensure meals are provided in an affordable way. Proposals that affect individual school provision will be subject to individual reviews and supporting business cases.					
School meal prices will rise by 5p, to take inflationary pressures and staff wage increases into account, and also contribute to the budget reduction. Also, in High Schools, the prices of ‘non-meal of the day’ will be reviewed to ensure full costs are met.					
Work currently in train to review and monitor income/expenditure in the 2 staff canteens. Following this exercise in winter 2015-16, should the canteens prove unable to cover all costs, a further Cabinet paper review will be undertaken to consider their future viability. This may lead to closure or franchising.					

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

Version	Author	Job Title	Date
V1	S Mackintosh	L&R Services Manager	27 th October 2015

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

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

<p>Remodelling council services to respond to reduced funding</p>	<p>This proposal relates to the reduction in direct Council support to the Service, which is already predominantly self-funding. The funding reduction does pose a challenge to the Service, but the proposals directly tackle the issue.</p>	<p>P</p>	<p>The Service is seeking to tackle the reduction in a number of ways – by reviewing the provision and costs of service in the 2 staff canteens, to ensure full cost recovery; by continuing to review individual school-based catering costs and to manage provision in a different way where more effective; by seeking a modest price rise of 5p on a standard school meal. Promotion of special event meals, promoting uptake through school events and promotion of uptake of free school meals will continue.</p>	<p>G</p> <p>Track record has shown uptake increases through these methods, and through sustained work by staff in doing so.</p>	<p>F</p>
--	---	----------	---	---	----------

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
<p>A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.</p>					
<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>The proposal has the impact to drive down uptake without ongoing and sustained mitigation measures.</p> <p>The review of staff canteens is an internal PCC matter and would not impact on non-Council citizens.</p>	<p>P</p>	<p>Free school meal provision would be protected, as a statutory provision. Any proposal for significant change would be subject to further assessment and business cases.</p> <p>The 5p proposed increase in in-line and less than rises in prices previously applied, representing a 2% increase. It is not anticipated to have major impact on uptake, which will continue to be monitored.</p>	<p>Impact on uptake based upon previous price changes, has not led to reduced uptake. Uptake has risen, alongside uptake of FSMs which the Service believe is related and correlates with the activity of the Service to meet with schools, school councils, parent evenings, and ad-hoc promotions and special events.</p>	<p>N</p>
<p>A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.</p>					
<p>A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.</p>					
<p>A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.</p>					
<p><i>Opportunities for persons to use the Welsh language</i></p>					

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



<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					
<i>Sexual Orientation</i>					
<i>Pregnancy and Maternity</i>					

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

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

<p>Long Term: <i>Balancing short term need with long term and planning for the future.</i></p>	<p>The proposal has mixed implications. However, the work to be applied to manage the proposals will directly address the short-term need to secure savings, plus the long-term need to manage the longer-term means to reduce costs in a sustainable way.</p>	<p>N</p>			<p>N</p>
<p>Collaboration: <i>Working together with other partners to deliver.</i></p>	<p>Work has already been started across the sector to ensure effective collaboration. The proposal will enforce the need to strengthen links within the schools sector and with the service's new partner of Monmouthshire County Council.</p>	<p>P</p>	<p>Links have recently been formalised between the Catering Services in Powys and Monmouthshire CCs. This allows for production of joint menus, and nutritional analysis, web site, with potential for further joint work and possible staffing joint working for inspections and even cover arrangement son the border area.</p> <p>The Service have worked hard to strengthen links with schools, to promote uptake, and although this has not always proven successful, it has strengthen ties with a number of schools, and provided opportunities to develop new ways of working in cases of cases where export arrangements have proven effective in managing costs; also, in promoting meals linked to special events throughout the year.</p>	<p>Promotions sought in 2015. Launch of new joint menu with Mons CC in November 2015. Supported by Portfolio Holder and CX (Mons CC).</p>	<p>P</p>
<p>Involvement: <i>Involving those with an interest and seeking their views.</i></p>	<p>Proposal will not negatively impact on this theme, but does re-inforce the need to continue to work with schools, school councils and partnership working with Mons CC and others.</p>	<p>P</p>	<p>Area staff meet with schools and school councils, and attend parents' evenings to promote and seek increasing uptake. Joint involvement of Mons CC in creation of new menu.</p>	<p>As above</p>	<p>P</p>
<p>Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i></p>					

<p>Integration: Positively impacting on people, economy and environment and trying to benefit all three.</p>					
<p>Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.</p>	<p>Potential impact on uptake of school meals.</p>	<p>P</p>	<p>FSM are protected through statute, so no implications for FSM provision are foreseen. Where any significant proposal for a specific school is considered, this would be subject to separate review, business case and assessment.</p> <p>The introduction of Cashless System will also support this proposal being successfully achieved with reduced negative impact.</p> <p>Meetings have taken place with Social Care and Revenue and Benefits Team to discuss and monitor access and impact upon Free School Meals and cases of school meal debt.</p>	<p>Impact on uptake based upon previous price changes, has not led to reduced uptake. Uptake has risen, alongside uptake of FSMs which the Service believe is related and correlates with the activity of the Service to meet with schools, school councils, parent evenings, and ad-hoc promotions and special events.</p>	<p>N</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>Corporate Parenting: Enabling our looked after children to fulfil their potential.</p>					

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



5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
The risks presented vary, as the proposals contain a number of management actions. The risk, in the Equalities sense, relates to school meal uptake and provision.	P	The Service believe that the budget changes can be implemented without significant and unacceptable implications for vulnerable children, as the FSM arrangements will be secured, which represent the most vulnerable and disadvantaged.	N
Does it have potential to impact on another service area?			
Schools Service			

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

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The 2 year budget reductions will require a number of actions to achieve, including a modest annual increase in school meal price, together with a review (and appropriate actions) of the costs and provision of food in the Council canteens. This may mean a change in provision, such as through franchising, or potential closure. Also, the ongoing review of meal provision costs in each school will continue and where a business case supports it, to consider a change in means of providing food to any individual school, with a key principal to ensure that Free School Meals are provided, regardless of how that provision is undertaken. The Service is committed to introduction of the 'cashless' system across the schools, which also is anticipated to support ongoing works to promote increased meal uptake.	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
Medium Risk	Low Risk
	✓

8. Mitigating Actions

Action	Residual Risk
Review of County Council canteen arrangements	L
Ongoing monitoring and review of all schools to ensure most cost effective means of food provision are secured	M
Extend opportunities for joint working with Monmouthshire CC and others were this provides an effective way of improving standards or minimising costs	L
Promote special event menus throughout the year, and continue to promote school meal uptake directly with schools	L
Continue to promote uptake of free school meals with the Revenue and Benefits team	L

9. On-going monitoring arrangements?

Monitoring of pupil numbers
 Monitoring of uptake per school vs pupil numbers
 Monitoring of costs per meal and costs per school
 Joint monitoring work with Mons CC of on-site food quality and controls

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Cheryl Leighton		27/10/2015
Head of Service:	Stuart Mackintosh		27/10/2015
Strategic Director:			
Portfolio Holder:			

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



Budget Saving	038 – Catering						
Service Area	Leisure & Recreation	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Clr Darren Mayor

1. Cabinet Observations

General Comments
Need to cross reference the risk with the proposal to charge for Breakfast Clubs.

2. Revised Risk Rating

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

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

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



Service Area	Schools	Head of Service	Mr Ian Roberts	Strategic Director	Mr Jeremy Patterson
Policy / Change Objective / Budget Saving	046 – Budget Saving and/or efficiency – Breakfast Clubs (reduction in funding and introduction of charges for > 30 mins).				
Outline Summary					
<p>The proposal is to reduce the level of funding provided to schools through the fair funding formula for the provision of Free Breakfasts for Primary aged pupil. The proposal is three fold as follows:</p> <ul style="list-style-type: none"> i. The reduction in the base staffing levels from 3 to 2 with effect 1st September 2016. ii. To support schools to introduce a £1 per day charge for the care element of the breakfast club provision, in respect of a child’s attendance at the club for more than 30 minutes. This charge is currently proposed to be introduced with effect on 1st September 2016. iii. To remove funding for those settings providing breakfasts to less than 15 learners per day with effect from 1st September 2016. <p>The budget reduction will be achieved by the reduction in the funding made available through the fair funding formula on the assumption that all settings operate and are accessed for more than 30 minutes by all pupils. The operating times and the levying of the charge will be left to the individual schools to decide.</p>					

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

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

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
<p>Supporting people in the community to live fulfilled lives</p>	<p>The proposal whilst maintaining the provision of free breakfasts reduces the cost to the authority of running the clubs through a reduction in staffing levels and an introduction of a daily charge.</p> <ol style="list-style-type: none"> The policy will impact hardest on those learners from deprived families who while still having the provision of a free breakfast, the proposed associated charge for the provision of additional care may place a pressure on the families' budget. The proposal will not provide a service to all in the community as it is proposing a deminimus number of children taking breakfasts to qualify for the provision 	<p>P</p>	<p>Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the "care" element of the service for those children from families entitled to free schools meals.</p> <p>The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the "free element2 of care for FSM pupils if required.</p>	<p>PDG Grant papers, PLASC pupil level returns Jan 14 & 15, Fair Funding Formula papers</p>	<p>N</p>
<p>Developing the economy</p>	<p>The proposal will have a negative impact on developing the economy as it will result in the reduction of up to 70 5 hour per week posts by the removal of funding for 1 of the staff currently employed in each setting.</p> <p>The introduction of the £1 per day care related charge may also impact on a family's ability to maximise their gainful employment.</p>	<p>P</p>	<p>Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the "care" element of the service for those children from families entitled to free schools meals.</p> <p>The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the "free element2 of care for FSM pupils if required.</p>	<p>PDG Grant papers, PLASC pupil level returns Jan 14 & 15, Fair Funding Formula papers</p>	<p>P</p>

<p>Improving learner outcomes for all, minimising disadvantage</p>	<p>The Breakfast club provision was introduced a number of years ago with the expectation that the provision of breakfast clubs would have a positive impact on the education outcomes of learners on the basis that learners achieve better when they have eaten.</p> <p>Currently only 20% of primary learners across the authority are taking breakfasts (Jan 15 PLASC) and therefore the expectations are not fully being achieved.</p> <p>The proposal to remove the funding from the smaller settings will potentially have a negative impact on the outcomes of the learners in those schools.</p> <p>The majority of pupils will still have access to a free breakfast, whilst making the efficiency.</p> <p>The alternative would be to make a further £500,000 direction reduction in the schools delegated budget which would have a direct impact on learning outcomes</p>	<p>P</p>	<p>Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the “care” element of the service for those children from families entitled to free schools meals.</p> <p>The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the “free element” of care for FSM pupils if required.</p> <p>Schools that do not receive funding for Breakfast clubs can if they choose use their delegated budget to make the provisions</p>	<p>PDG Grant papers, PLASC pupil level returns Jan 14 & 15, Fair Funding Formula papers</p>	<p>P</p>
<p>Remodelling council services to respond to reduced funding</p>	<p>This proposal will reduce the available budget and therefore councils net spend by around £500k</p>	<p>G</p>			<p>G</p>

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
<p>A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.</p>	As the number of part time jobs will be reduced this proposal will have a negative impact on this area.	p	<p>Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the “care” element of the service for those children from families entitled to free schools meals.</p> <p>The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the “free element2 of care for FSM pupils if required.</p>	PDG Grant papers, PLASC pupil level returns Jan 14 & 15, Fair Funding Formula papers	p
<p>A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).</p>	n/a				
<p>A healthier Wales: People’s physical and mental well-being is maximised and health impacts are understood.</p>	As the proposal will reduce the number of children that will have access to free breakfasts, this will have a slight negative impact on the overall wellbeing of the population of Powys	P	<p>Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the “care” element of the service for those children from families entitled to free schools meals.</p> <p>The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the “free element2 of care for FSM pupils if required.</p>	PDG Grant papers, PLASC pupil level returns Jan 14 & 15, Fair Funding Formula papers	P
<p>A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.</p>	N/A				

A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	The proposal impact equally on those learners in a English or Welsh Language provision	N		Free Breakfast uptake Plasc Jan 15	N
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	The service has not undertaken any analysis on the protected characteristics of the children accessing the free breakfasts.	I			I
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					
<i>Sexual Orientation</i>					
<i>Pregnancy and Maternity</i>					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: <i>Balancing short term need with long term and planning for the future.</i>	Once the proposals are in acted and embedded the clubs should be sustainable subject to the receipt of the parental contribution for the care element	P	Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the "care" element of the service for those children from families entitled to free schools meals. The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the "free element2 of care for FSM pupils if required.	PDG Grant papers, PLASC pupil level returns Jan 14 & 15, Fair Funding Formula papers	N
Collaboration: <i>Working together with other partners to deliver.</i>	The proposal supports the opportunity for the community to develop a collaborative delivery system	N			N
Involvement: <i>Involving those with an interest and seeking their views.</i>	No discussion has been undertaken to date with the schools and service users	I	Undertake consultation with Schools within the consultation under the fair funding formula. Further discussions with individual parents and children will be required through parental evenings and discussions with school councils etc. this is required at an individual school level and be led by the school		N
Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i>	N/A				
Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three.</i>	N/A				

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



<p>Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.</p>	<p>The withdrawal of some provision and the introduction of a charge will have a negative impact on the preventing poverty agenda due to the introduction of a charge.</p>	<p>P</p>	<p>Consideration can be given to what, if any, element of the PDG grant funding could be used to support the cost of the “care” element of the service for those children from families entitled to free schools meals.</p> <p>The introduction of the cashless system will streamline the collection of the proposed payments for the care element and could be used to facilitate the “free element2 of care for FSM pupils if required.</p>	<p>PDG Grant papers, PLASC pupil level returns Jan 14 & 15, Fair Funding Formula papers</p>	<p>N</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>N/A</p>				
<p>Corporate Parenting: Enabling our looked after children to fulfil their potential.</p>	<p>N/A</p>				

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



5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
<ul style="list-style-type: none"> - Failure of schools to recover expected Income and putting additional pressure on the schools budget - Schools reviewing the provision and withdrawing the provision due to reduction in net budget - redundancy of staff - Reputational damage to the authority. - Potential loss of pupil out of county and impact on RSG and funding. - Impact on poverty levels - impact on attainment levels of children 	Medium	High	Medium
Does it have potential to impact on another service area?			
No – but will have an impact on individual schools budgets and the change management processes.			

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

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:		
The implementation of the proposed change in funding for breakfast clubs will require each school with a current provision to undertake consultation with parents and children on the introduction of charges or with drawl of the club. The authority is required to consider a schools application to run a free breakfast club but this request can be refused on grounds of insufficient numbers and viability. The overall risk has been placed as Medium due to a combination of financial, operational and reputational factors.			
Judgement (to be included in Corporate or service risk register)	High Risk	Medium Risk	Low Risk
Very High Risk		X	

8. Mitigating Actions

Action	Residual Risk
Full consultation with Head teachers and Governing bodies over the implementation and impact of the proposal.	Low
Delay the implementation of the proposal to the start of the 2016-17 school year to allow schools enough time to make the required staffing changes	Low
Consider actions to undertake proportionate analysis of the impact of the protected characteristic	Low
Situation regarding pupils requiring free school meals to be clarified	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Schools Fair funding formula, individual schools budgets and staffing reports etc.

10. Sign Off

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

Budget Saving	046 Removal of funding for breakfast clubs						
Service Area	Schools	Head of Service	Ian Roberts	Strategic Director	Jeremy Patterson	Portfolio Holder	Clr Arwel Jones

1. Cabinet Observations

General Comments
Settings with 15 or less pupils to close – no greater than 200 pupils involved.
Pupils who access school via school bus aren't able to access the free breakfast clubs, even if they're entitled to free school meals.
Around 19% of pupils take up free school breakfasts.

2. Revised Risk Rating

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

3. Additional Mitigation

Further mitigation requested by Cabinet
Situation regarding pupils requiring free school meals to be clarified

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

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



Service Area	Schools	Head of Service	Mr Ian Roberts	Strategic Director	Mr Jeremy Patterson
Policy / Change Objective / Budget Saving	051a – Budget Saving and/or efficiency – ALN proposals 2016-17				
Outline Summary					
The service as part of its 2015-16 MTFP process proposed and has commenced to implement a reconfiguration of the delivery of the ALN and SEN Services to the young people of Powys.					

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

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

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Some young people with ALN / SEN are some of the most vulnerable people in the authority and for many a successful learning outcome is providing them with the life skills to live fulfilled lives. This proposal and the changes that have already been enacted has the above goal at the centre and is therefore focussing on removing uneconomic / inefficient support and replacing it with more targeted and efficient programmes.	N	The success of the proposal is dependent on the continued proactive review of all centrally held and devolved monies, ensuring the learner is at the centre of all decisions	School Organisation Proposals Individual projects Meeting notes	N
Developing the economy	N/A				

Improving learner outcomes for all, minimising disadvantage	This proposal and the changes that have already been enacted has the individual learner at the centre and is therefore focussing on removing uneconomic / inefficient support and replacing it with more targeted and efficient programmes, whilst maintaining or where possible enhancing the learner experience.	N	The success of the proposal is dependent on the continued proactive review of all centrally held and devolved monies, ensuring the learner is at the centre of all decisions	School Organisation Proposals Individual projects Meeting notes	N
Remodelling council services to respond to reduced funding	The proposal fully supports this priority	G		As Above	G

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People’s physical and mental well-being is maximised and health impacts are understood.	The proposal with the learner at the centre will allow the service to deliver a more learner focussed delivery methodology. Links have and are continuing to be developed with parent and third sector groups to scope the support to be provided within reducing budgets	F	The success of the proposal is dependent on the continued proactive review of all centrally held and devolved monies, ensuring the learner is at the centre of all decisions	School Organisation Proposals Individual projects Meeting notes	N
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				

A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	The proposal is applied equally to Welsh Medium and English Medium learners. As the majority of support services are currently delivered through the English language, the developing learner centred approach will enhance the support to Welsh Learners over time	F	The success of the proposal is dependent on the continued proactive review of all centrally held and devolved monies, ensuring the learner is at the centre of all decisions	School Organisation Proposals Individual projects Meeting notes	N
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					
<i>Age</i>					
<i>Disability</i>	This proposal and the changes that have already been enacted has the individual learner at the centre and is therefore focussing on removing uneconomic / inefficient support and replacing it with more targeted and efficient programmes, whilst maintaining or where possible enhancing the learner experience.	N	The success of the proposal is dependent on the continued proactive review of all centrally held and devolved monies, ensuring the learner is at the centre of all decisions	School Organisation Proposals Individual projects Meeting notes	N

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

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
<i>Long Term: Balancing short term need with long term and planning for the future.</i>	<p>The proposal is part of a long term strategy on the provision of support to learners with SEN / ALN.</p> <p>The developing learner focussed approach and the enhanced central team will allow the authority to develop a resilient provision network of support and advice to schools in respect to learners with ALN / SEN.</p> <p>It is also planned to provide the majority of the required support and advice in the learners locality, with only those children with exceptional needs being provided for in the authority's special schools</p>	F	The success of the proposal is dependent on the continued proactive review of all centrally held and devolved monies, ensuring the learner is at the centre of all decisions	<p>School Organisation Proposals</p> <p>Individual projects</p> <p>Meeting notes</p>	N
<i>Collaboration: Working together with other partners to deliver.</i>	Parent Groups and Health, Social Services and third sector partners are important in the development of the learner focussed approach to the successful delivery of this proposal.	F	The success of the proposal is dependent on the continued proactive review of all centrally held and devolved monies, ensuring the learner is at the centre of all decisions	As above	N

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



<p>Involvement: <i>Involving those with an interest and seeking their views.</i></p>	<p>The senior manager leading the proposals has established a network of reference and consultative groups around the evolving ALN and SEN delivery strategy</p>	<p>G</p>	<p>The success of the proposal is dependent on the continued proactive review of all centrally held and devolved monies, ensuring the learner is at the centre of all decisions</p>	<p>As above</p>	<p>G</p>
<p>Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i></p>	<p>The proposal will not prevent the need for additional support to learners, but will provide the authority a clear and focussed strategy for the successful delivery of support to learners on an integrated model of delivery</p>	<p>F</p>	<p>The success of the proposal is dependent on the continued proactive review of all centrally held and devolved monies, ensuring the learner is at the centre of all decisions</p>	<p>As above</p>	<p>G</p>
<p>Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three.</i></p>	<p>The success of the proposal is dependent on the successful delivery of integrated services between both local authority, health and third sector providers.</p> <p>Discussions are ongoing over different delivery models for elements of the service</p>	<p>F</p>	<p>The success of the proposal is dependent on the continued proactive review of all centrally held and devolved monies, ensuring the learner is at the centre of all decisions</p>	<p>As above</p>	<p>G</p>
<p>Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.</p>	<p>Some young people with ALN / SEN are some of the most vulnerable people in the authority and for many a successful learning outcome is providing them with the life skills to live fulfilled lives.</p> <p>This proposal and the changes that have already been enacted has the above goal at the centre and is therefore focussing on removing uneconomic / inefficient support and replacing it with more targeted and efficient programmes.</p>	<p>N</p>	<p>The success of the proposal is dependent on the continued proactive review of all centrally held and devolved monies, ensuring the learner is at the centre of all decisions</p>	<p>As above</p>	<p>N</p>

Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	As above	N	As above	As above	N
Corporate Parenting: Enabling our looked after children to fulfil their potential.	As above	N	As above	As above	N

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Resistance from main stream schools to changing methodology of delivery of advice and support	Medium	Medium	Medium
Schools expectations of additional need requirements in reducing budget scenario.			
Resistance for parent and staffing groups on changing methodology of delivery of advice and support.			
Growing complexity of individual needs make efficiencies difficult to achieve			
Does it have potential to impact on another service area?			
To ensure the successful delivery of education and support to young people in Powys the proposal is dependent on multiservice working involving Schools, Schools Service, Social Services, Health and the third sector			

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

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
As the programme of change started during the 2015-16 financial year, many of the proposed changes have / are being made on a graduated timetable. The high level of communication and consultation that has been undertaken on the proposals have allowed the service to take forward the changes through agreement with stakeholders.	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	x
	Low Risk

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



8. Mitigating Actions

Action	Residual Risk
To maintain the high level of communication and consultation that has been applied to the proposal to date.	Low

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Regular reports to the Schools Service Asset Management Team The School Services Accountability Framework Budget Papers

10. Sign Off

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

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



Budget Saving	051a ALN						
Service Area	Schools	Head of Service	Ian Roberts	Strategic Director	Chief Executive	Portfolio Holder	Clr Arwel Jones

1. Cabinet Observations

General Comments
A policy decision was previously made to re-integrate ALN pupils into mainstream education.

2. Revised Risk Rating

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

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

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



Service Area	Adult Social Care	Head of Service	Joy Garfitt	Strategic Director	Amanda Lewis
Policy / Change Objective / Budget Saving	058 – Budget saving & Service Modernisation				
Outline Summary					
In the final budget setting process the in principle agreement was to ‘reconfigure day time activities for older people and withdraw from Council direct delivery and invest in new models of care’ of the day centres’. This decision has shaped further discussions and consultation with the community. This project is at concept stage.					

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

Version	Author	Job Title	Date
One	Sue Hughes	Senior Manager Adult Services	19 th October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Investigating new ways of connecting older people with their community	F	Full consultation and research conducted in a systematic manner	National research on Day centres and their contribution to individual and society	G
Developing the economy	Discussing opportunities for outsourcing either in part or full will mean benefits to local businesses – private or voluntary	F	Full consultation and research conducted in a systematic manner	Contracts/grants	F
Improving learner outcomes for all, minimising disadvantage	New opportunities could bring about new learning opportunities for older people	F	Greater collaboration amongst internal and external services concerning opportunities for elderly people.	National research	G
Remodelling council services to respond to reduced funding	Analysing existing practices and consideration of new models will respond to reduced funding	F	Improved understanding of cost of managing different models of services		F

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Improved efficiency of resources may mean reduced internal workforce and new skills developed	I	Explore opportunities for greater external market involvement		I
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	Not Applicable	n/a			n/a
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	Developing/improving the service to ensure the needs of the elderly will be understood and met	F	Greater collaboration and understanding amongst services.	Social Services and Wellbeing Act	G
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	The work relates to ensuring that the elderly currently within day centres are better connected to their communities	F	Greater collaboration and understanding amongst services	Social Services and Wellbeing Act	G
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	Project aims to create parity in the County on level of service to those needing daytime activities	F		assessment of current service performance	F
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.					
<i>Opportunities for persons to use the Welsh language</i>	Understanding the needs of clients in a consultation exercise would support better focusing of resources	F		Consultation exercise	F
<i>Treating the Welsh language no less favourable than the English language</i>	As above	F			F

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



<i>Opportunities to promote the Welsh language</i>	As above	F			F
<i>People are encouraged to do sport, art and recreation.</i>	As above	F			F
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.					
<i>Age</i>	Understanding the needs of the elderly in the community through a consultation exercise would support better focusing of resources	F			F
<i>Disability</i>	Due regard will be given to this area	F			
<i>Gender reassignment</i>	In the consultation, appropriate consideration will be given to the protected characteristics which will allow us to make an informed judgement	I			
<i>Marriage or civil partnership</i>		I			
<i>Race</i>		I			
<i>Religion or belief</i>		I			
<i>Sex</i>	Due regard will be given to this area	F			
<i>Sexual Orientation</i>		I			
<i>Pregnancy and Maternity</i>	NA this proposal is concerning Older People.	I			

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (U; P; N; F; G; E)	What can be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (U; P; N; F; G; E)
Sustainable Development					
Long Term: <i>Balancing short term need with long term and planning for the future.</i>	The change looks to the future to ensure that a wider range of people and needs can be met	F	Identify opportunities to draw down externally funds through third parties	Social Services and wellbeing Act	F
Collaboration: <i>Working together with other partners to deliver.</i>	The change is unable to be successful without the input of partners	F	Identify opportunities to draw down externally funds through third parties	Social Services and wellbeing Act	F
Involvement: <i>Involving those with an interest and seeking their views.</i>	The consultation that is needed with involve a wide number of stakeholders	F		Social Services and wellbeing Act	F

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



Prevention: Putting resources into preventing problems occurring or getting worse.	The options for change will need to be cognisant of the prevention agenda	F		Social Services and wellbeing Act	F
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	The options will aim to improve the connection between elderly clients and the local economy and environment	F		Social Services and wellbeing Act	F
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No applicable				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	In any proposed change this will be a firm focus for the elderly	G		Social Services and wellbeing Act Complaints	
Corporate Parenting: Enabling our looked after children to fulfil their potential.	Not applicable				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
1. Existing clients do not want any changes in the services they get 2. Political deliverability	L	M	L
Does it have potential to impact on another service area?			
NO			

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

What additional evidence and data has informed the development of your proposal?
None other than that already identified above

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



7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)		Cabinet Report Reference:	
There is currently no impact on the client because the work is still involved in the examination phase (concept) and due to go out for consultation. There is a high risk however that existing clients do not want any change.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		x	

8. Mitigating Actions

Action	Residual Risk
consultation	
Pilot introduced of alternative model	
Promote the recently developed delivery model to help support this change	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Depending on the changes proposed this will be determined at this point in time. The vehicles that exist for project management in the department will be utilised.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Sue Hughes		
Head of Service:	Joy Garfitt		
Strategic Director:	Amanda Lewis		
Portfolio Holder:	Cllr S Hayes		

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



Budget Saving	058 Reconfigure Day Time Opportunities for Older People						
Service Area	Adult Services	Head of Service	Joy Garfitt	Strategic Director	Amanda Lewis	Portfolio Holder	Clr Stephen Hayes

1. Cabinet Observations

General Comments
Risk – Political deliverability – Local Members and staff have an attachment to buildings and don't want the change within their areas.

2. Revised Risk Rating

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

3. Additional Mitigation

Further mitigation requested by Cabinet
Promote the recently developed delivery model to help support this change

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

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



Service Area	Children's Services	Head of Service	Pauline Higham	Strategic Director	Amanda Lewis
Policy / Change Objective / Budget Saving	064 – Reduction in CYPP and YJB budget of 20%				
Outline Summary					
An overall proposed reduction in CYPP of 20% over the next three years. Impact will be to reduce the capacity of the service area to lead and facilitate multi agency transformational change, lead commissioning activity and reduce its ability to provide early intervention and preventative services resulting in higher cost intervention and risk. Consultation with Partner agencies will be required (via the CYPP) and consultation with Young People.					
In 2016/17 – the CYPP reduction will result in:					
<ul style="list-style-type: none"> • Loss of one part time Youth Forum worker/Youth Participation Post (£16,000) • Loss of the NOVUS Project (£16,000) • Negotiating 10% reductions in service delivery contracts – Powys Carers (£29,000 – savings to adults), School Based and online Counselling for young people (£21,500), Childcare Business Support (£10,000), Powys Youth and Family Information Service (£10,000) 					

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

Version	Author	Job Title	Date
Version 1	Shelley Davies	Senior Partnership Manager	20/11/15
Version 2	Shelley Davies	Senior Partnership Manager	01/02/16

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
------------------	---	--	--	---	--

<p>Supporting people in the community to live fulfilled lives</p>	<p>Reducing the capacity of the CYPP will reduce the Councils capacity for Early Intervention and Prevention, thus reducing our ability to support people to have better outcomes and avoid long term problems such as homelessness, unemployment, poor health, poor mental health and emotional wellbeing. Supporting Carers is also a key preventative approach. However with a growing need to rely on informal carers and the new Statutory duties to meet Carers own support needs it is more important than ever we are able to find ways to support and promote the wellbeing of Carers.</p> <p><i>In 2016/17 the proposed savings will;</i></p> <ul style="list-style-type: none"> • Result in less direct work with school Councils and one less Youth Forum event in the year. The Council has a duty around Participation of Young people and ensuring their right to be heard is enabled. • Reduce capacity of counselling services for young people thus creating waiting lists. Could result in some young people having delayed access to counselling support. • It will also see the closure of the NOVUS project which was a European funded project to support individuals back in to work and training. • It will result in less funding for third sector services to support Carers 	<p>F</p>	<p>Identify alternative communication methods with School Councils</p> <p>Monitoring waiting lists of school Based Counselling service to ensure they are appropriately managed.</p> <p>The Ending of the European funding for NOVUS has resulted in the natural end for this project. NOVUS has been nationally replaced with the <i>Communities for Work and Parents, Childcare and Employment (PaCE)</i> projects which provides support to eligible participants who are economically inactive, long term unemployed and 16–24 year old who are NEET. We will mitigate the loss of the NOVUS project by promoting this new project through our Family Information Service and Info engine/PPD.</p> <p>A project to re-commission the Carers support service in Powys and create a ‘strategic partnership’ with the third sector provider will allow us to maximise resources available and develop new, creative community based approaches to supporting Carers.</p>	<ul style="list-style-type: none"> • Powys Youth Forum Reports • School Council Reports • Estyn Inspections • NOVUS beneficiary reports • School Based Counselling contract Qtrly reports • <i>Carers Commissioning Strategy</i> • <i>Carers Service Qtrly contract monitoring reports</i> 	<p>F</p>
--	--	----------	--	---	----------

<p>Developing the economy</p>	<p>A prime area affected by this cut will be the support for the childcare sector. Inability to support a thriving childcare sector may result in local people being unable to work. It will also impact on our ability to meet our statutory requirements under the Childcare Act 2010</p> <p><i>In 2016/17 the proposed savings will;</i></p> <ul style="list-style-type: none"> • Mean that childcare providers have reduced support universally, but we will maintain support for settings who are experiencing sustainability challenges. • It will also see the closure of the NOVUS project which was a European funded project to support individuals back in to work and training. 	<p>F</p>	<p>The Ending of the European funding for NOVUS has resulted in the natural end for this project. NOVUS has been nationally replaced with the <i>Communities for Work and Parents, Childcare and Employment (PaCE)</i> projects which provides support to eligible participants who are economically inactive, long term unemployed and 16–24 year old who are NEET. We will mitigate the loss of the NOVUS project by promoting this new project through our Family Information Service and Info engine/PPD.</p>	<ul style="list-style-type: none"> • Childcare Sufficiency Assessment • Childcare Strategy • NOVUS Beneficiary reports • Careers Wales Destination data 	<p>F</p>
--------------------------------------	--	----------	--	---	----------

<p>Improving learner outcomes for all, minimising disadvantage</p>	<p>Much of the Early Intervention and Prevention programme supports families to engage with services and support their child’s learning and development. Several services also support children’s own engagement in schools through helping them to manage their behaviour, building their confidence and improving their generally engagement with school. The work managed through the CYPP also helps to prevent and engage those young people who are not in education, employment or training.</p> <p><i>In 2016/17 the Savings will;</i></p> <ul style="list-style-type: none"> • Result in the need to introduce waiting lists for young people wishing to access counselling services • It will also see the closure of the NOVUS project which was a European funded project to support individuals back in to work and training. 	<p>F</p>	<p>Monitoring waiting lists of school Based Counselling service to ensure they are appropriately managed.</p> <p>The Ending of the European funding for NOVUS has resulted in the natural end for this project. NOVUS has been nationally replaced with the <i>Communities for Work and Parents, Childcare and Employment (PaCE)</i> projects which provides support to eligible participants who are economically inactive, long term unemployed and 16–24 year old who are NEET. We will mitigate the loss of the NOVUS project by promoting this new project through our Family Information Service and Info engine/PPD.</p> <p>The new Youth Engagement and Progression Framework (YEPF) will identify those at risk of becoming NEET and those who are NEET and will work with them to re-engage them with learning, training and/or employment</p>	<ul style="list-style-type: none"> • School Based Counselling Qtrly Contract reports • NOVUS beneficiary reports • YEPF reports • Teacher Centre DATA • Careers Wales destination Data 	<p>G</p>
---	---	----------	---	---	----------

<p><i>Remodelling council services to respond to reduced funding</i></p>	<p>The CYPP has significant experience of multi-agency commissioning. The team has been leading the commissioning agenda and supporting other internal departments and other partners with their own commissioning priorities. Reducing the CYPP budget will impact on other parts of the council and limit some of the commissioning capability and capacity, and our capacity for leading transformational change. <i>The 2016/17 savings will;</i> Reduce the capacity of the participation team to ensure young people are effectively engaged in commissioning projects.</p>	<p>F</p>	<p>Provide guidance to service areas/commissioners so that they can proactively engage young people in commissioning and decision making processes directly without relying on the small Participation team</p> <p>Youth Forum to produce a report which sets out what is important to Young People in Powys. This will be a proactive communication to service providers and commissioners to supplement the current process of service areas approaching the PYF for consultation exercises.</p>		<p>G</p>
---	--	----------	--	--	----------

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)
<p>A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.</p>	<p>It will also see the closure of the NOVUS project which was a European funded project to support individuals back in to work and training.</p>	<p>F</p>	<p>The Ending of the European funding for NOVUS has resulted in the natural end for this project. NOVUS has been nationally replaced with the Communities for Work and Parents, Childcare and Employment (PaCE) projects which provides support to eligible participants who are economically inactive, long term unemployed and 16–24 year old who are NEET. We will mitigate the loss of the NOVUS project by promoting this new project through our Family Information Service and Info engine/PPD.</p> <p>The new Youth Engagement and Progression Framework (YEPF) will identify those at risk of becoming NEET and those who are NEET and will work with them to re-engage them with learning, training and/or employment</p>	<ul style="list-style-type: none"> • NOVUS beneficiary reports • YEPF reports • Teacher Centre DATA • Careers Wales destination Data 	<p>G</p>
<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>Reducing the capacity of the CYPP will reduce the Councils capacity for Early Intervention and Prevention, thus reducing our ability to support people to have better outcomes and avoid long term problems such as homelessness, unemployment, poor health, poor mental health and emotional wellbeing. Supporting Carers is also a key preventative approach. However with a growing need to rely on informal carers and the new Statutory duties to meet Carers own support needs it is more important than ever we are able to find ways to support and promote the wellbeing of Carers. <i>In 2016/17 the proposed savings will;</i></p> <ul style="list-style-type: none"> • It will also reduce capacity of counselling services for young people thus creating small waiting lists. • It will result in less funding for third sector services to support Carers 	<p>F</p>	<p>Monitoring waiting lists of school Based Counselling service to ensure they are appropriately managed.</p> <p>A project to re-commission the Carers support service in Powys and create a ‘strategic partnership’ with the third sector provider will allow us to maximise resources available and develop new, creative community based approaches to supporting Carers.</p>	<ul style="list-style-type: none"> • School Based Counselling contract Qtrly reports • <i>Carers Commissioning Strategy</i> • <i>Carers Service Qtrly contract monitoring reports</i> 	<p>F</p>
<p>A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.</p>					
<p>A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.</p>					
<p>A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.</p>					

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



<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					

<p>A more equal Wales: People can fulfil their potential no matter what their background or circumstances.</p>	<p>The services outlined for reduction in this proposal are targeted at young people and carers. While it known that many of the service users do have the protective characteristics outlined below, it is not know precisely how many across all the services.</p> <p>In terms of the Youth Forum we know that we have a very diverse group of young people who come together regularly to ensure young People have an effective and representative voice in Powys. Members of this group are given support/signposting to help them with any issues or challenges they are facing and staff are trained and upskilled in helping them to do this. Sexuality and gender identity are two key areas (evidence available).</p> <p>Young People using the School Based/online counselling service do have a range of protective characteristics and complex issues which have led to them accessing this service in the first place (evidence available). The same will apply to the Youth information service.</p> <p>It is not anticipated that the proposals will impact disproportionately on those with any of the protective characteristics, however we have limited evidence to support this.</p>	<p>I</p>	<p>We will ask service providers to monitor uptake of their services by those with protective characteristics and subsequently gather more evidence to monitor the impacts of our proposal.</p>		<p>N</p>
<p>Age</p>	<p>Young people</p>				
<p>Disability</p>					

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



<i>Gender reassignment</i>	Gender identity is a key issue for some young people accessing these services				
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					
<i>Sexual Orientation</i>	A key issue for some young people accessing these services				
<i>Pregnancy and Maternity</i>					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
<i>Long Term: Balancing short term need with long term and planning for the future.</i>	Early Intervention and Prevention Services are intended to improve outcomes for Children and young People that will carry them through into adulthood and live safe, fulfilled lives.				
<i>Collaboration: Working together with other partners to deliver.</i>	A New Strategic Partnership with a third sector provider to delivery information, advice and support to Carers will be a new collaborative commissioning model for Powys	G	Savings will be mitigated through a partnership approach and developing/accessing community based support opportunities for Carers.	<ul style="list-style-type: none"> Carers Commissioning strategy Carers Service qtrly contract reports 	G
<i>Involvement: Involving those with an interest and seeking their views.</i>	<p>The 2016/17 savings will;</p> <ul style="list-style-type: none"> Result in less direct work with school Councils and one less Youth Forum event in the year. The Council has a duty around Participation of Young people and ensuring their right to be heard is enabled. Reduce the capacity of the participation team to ensure 	F	<p>Youth Forum to produce a report which sets out what is important to Young People in Powys. This will be a proactive communication to service providers and commissioners to supplement the current process of service areas approaching the PYF for consultation exercises.</p> <p>Provide guidance to service areas/commissioners so that they can</p>	<ul style="list-style-type: none"> PYF reports Commissioning Strategies School Council reports Estyn Reports 	G

	young people are effectively engaged in commissioning projects.		proactively engage young people in commissioning and decision making processes directly without relying on the small Participation team		
Prevention: Putting resources into preventing problems occurring or getting worse.	<p>Reducing the capacity of the CYPP will reduce the Councils capacity for Early Intervention and Prevention, thus reducing our ability to support people to have better outcomes and avoid long term problems such as homelessness, unemployment, poor health, poor mental health and emotional wellbeing.</p> <p>Supporting Carers is also a key preventative approach. However with a growing need to rely on informal carers and the new Statutory duties to meet Carers own support needs it is more important than ever we are able to find ways to support and promote the wellbeing of Carers.</p> <p>In 2016/17 the proposed savings will;</p> <ul style="list-style-type: none"> • It will also reduce capacity of counselling services for young people thus creating small waiting lists. • It will result in less funding for third sector services to support Carers 	F	<p>Monitoring waiting lists of school Based Counselling service to ensure they are appropriately managed.</p> <p>A project to re-commission the Carers support service in Powys and create a 'strategic partnership' with the third sector provider will allow us to maximise resources available and develop new, creative community based approaches to supporting Carers.</p>	<ul style="list-style-type: none"> • School Based Counselling contract Qtrly reports • Carers Commissioning Strategy • Carers Service Qtrly contract monitoring reports 	F
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.	Closure of the NOVUS project which was a European funded project to support individuals back in to work and training.	F	The Ending of the European funding for NOVUS has resulted in the natural end for this project. NOVUS has been nationally replaced with the	<ul style="list-style-type: none"> • NOVUS beneficiary reports • YEPF reports • Teacher Centre 	-G

			<p>Communities for Work and Parents, Childcare and Employment (PaCE) projects which provides support to eligible participants who are economically inactive, long term unemployed and 16–24 year old who are NEET. We will mitigate the loss of the NOVUS project by promoting this new project through our Family Information Service and Info engine/PPD.</p> <p>The new Youth Engagement and Progression Framework (YEPF) will identify those at risk of becoming NEET and those who are NEET and will work with them to re-engage them with learning, training and/or employment</p>	<p>DATA</p> <ul style="list-style-type: none"> Careers Wales destination Data 	
<p>Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.</p>					
<p>Corporate Parenting: Enabling our looked after children to fulfil their potential.</p>					

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



5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
1. Carers unable to maintain their caring role 2. Young Peoples engagement and participation in decision making and planning is reduced 3. Childcare Businesses are unable to sustain themselves and close 4. Young People unable to access School Based Counselling when needed	High	Medium	Medium
Does it have potential to impact on another service area?			
Schools – if young people are not supported to have good mental Health and Wellbeing they will not be able to engage effectively with their education			
Adults and Children’s Social Care – If carers are unable to maintain their caring roles they may require more costly package of support for the cared for, and potentially for themselves if their own health and wellbeing is not promoted.			

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

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The reduction in funding in the areas outlined above will impact on service users, particularly Young People needing Counselling and Carers. Failure to support these two groups may mean that the Council is unable to meet its statutory responsibilities and may in future incur higher level costs should their needs not be identified and met at an early stage. However, through exploring efficiency and new models of service delivery we can continue to meet the needs of these two particular groups. However careful monitoring will be required to ensure that needs are met and that demand does not outstrip the supply of services.	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	X

8. Mitigating Actions

Action	Residual Risk
Commissioning a new Strategic Partnership to secure community based support services for Carers	Low
Monitoring Waiting lists for young people wanting to access School Based Counselling	Medium

9. On-going monitoring arrangements?

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

Monitoring of commissioned services takes place on a quarterly basis so key data will be gathered and monitored overtime through this process.

10. Sign Off

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

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



Budget Saving	064 – Reduction in CYPP and YJB budget of 20%						
Service Area	Children’s Services	Head of Service	Pauline Higham	Strategic Director	Amanda Lewis	Portfolio Holder	Clr Graham Brown

1. Cabinet Observations

General Comments
Re-commissioning of Carers service (reduction in third party spend). There will be some changes to direct service delivery.

2. Revised Risk Rating

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

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

Service Area	Children's Services	Head of Service	Pauline Higham	Strategic Director	Amanda Lewis
Policy / Change Objective / Budget Saving	065 – Bannau / Camlas residential / respite unit – a strategic review required to identify alternative model / outsource / efficiencies.				
Outline Summary					
Bannau and Camlas staff Team is currently made up of a significant number of 22hr posts. There is a high turnover of staff as people seek to move on to full time positions, resulting in the use of high cost agency staff and High recruitment and training costs. By restructuring the staff Team and increasing the number of full time and casual staff employed, we will reduce the overall costs of agency staff and advertising by £234,000 in 2016/17.					

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

Version	Author	Job Title	Date
1.0	Steven Howell	Area Manager	17.11.15

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Bannau/Camlas are an integral part of the Services that are provided to Families who have a Disabled Child. This can be through the provision of Short Breaks/Respite which allows parents to continue with their caring role. When a child lives at Bannau, this prevents the needs for them to be accommodated in another high cost provision, which would be outside of Powys and away from the community in which they usually live.	F	By restructuring the staffing we would provide a more consistent, knowledgeable and well trained workforce. This would also lead to Bannau and Camlas meeting Regulatory requirements regarding the number of permanent staff employed and Training requirements.	a) Inspection Reports b) Statement of Purpose	F
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	N/A				

<p>Remodelling council services to respond to reduced funding</p>	<p>The proposed changes are in line with the Council's policy in this area. By recruiting additional Casual Staff Members and creating a staffing structure that would create more full time positions, there will be a reduction in the use of high cost agency staff and Recruitment and training costs.</p>	<p>G</p>	<p>The proposed changes are in line with the Council's policy in this area. By recruiting additional Casual Staff Members and creating a staffing structure that would create more full time positions, there will be a reduction in the use of high cost agency staff and Recruitment and training costs.</p>	<p>a) Inspection Reports b) Statement of Purpose</p>	<p>N</p>
--	--	----------	--	--	----------

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
<p>A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.</p>	<p>Current 22hr contracts for staff can impact on individuals being able to claim welfare benefits such as Income Support. This leads to a high turnover of staff, as they leave to seek full time positions, and a skills drain, losing staff who have undergone on the job specialist training. Changes will result in a lower turnover of staff, and staff who develop their skills in working with Disabled Children.</p>	<p>F</p>	<p>Additional Casual Posts will be recruited to creating further flexible job opportunities, and lessen the reliance on high cost agency staff.</p>	<p>a) Inspection Reports b) Statement of Purpose</p>	<p>F</p>
<p>A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).</p>	<p>N/A</p>				
<p>A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.</p>	<p>N/A</p>				
<p>A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.</p>	<p>N/A</p>				

A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.					
<i>Opportunities for persons to use the Welsh language</i>	All information is available in Welsh and any child who wished to use Welsh as their preferred language of communication would be given the opportunity to do this.	N	Bannau and Camlas need to ensure they have access to staff who can communicate in Welsh and this will need to form part of its Business plan. Permanent Staff wishing to access Welsh Language training should be provided with an opportunity to do so.	a) Team Business Plan b) Training Needs Analysis	N
<i>Treating the Welsh language no less favourable than the English language</i>	As above	N	As above	As above	N
<i>Opportunities to promote the Welsh language</i>	As above	N	As above	As above	N
<i>People are encouraged to do sport, art and recreation.</i>	N/A				
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	The Social Care profession as a whole is underpinned by anti-discriminatory and anti-oppressive practice and therefore Children's Services actively contributes to this Goal in all aspects of it work. The proposed changes will not impact upon this.	N	The Social Care profession as a whole is underpinned by anti-discriminatory and anti-oppressive practice and therefore Children's Services actively contributes to this Goal in all aspects of it work. The proposed changes will not impact upon this.	Social Care Code of Conduct	N

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



<i>Age</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of age, no change as a result of proposals.	N	As above	Social Care Code of Conduct	N
<i>Disability</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of Disability, no change as a result of proposals.	N	As above	Social Care Code of Conduct	N
<i>Gender reassignment</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of any gender reassignment, no change as a result of proposals.	N	As above		N
<i>Marriage or civil partnership</i>	N/A				
<i>Race</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of Race, no change as a result of proposals.	N	As above	Social Care Code of Conduct	N
<i>Religion or belief</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of religious belief, no change as a result of proposals.	N	As above	Social Care Code of Conduct	N
<i>Sex</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of sex, no change as a result of proposals.	N	As above	Social Care Code of Conduct	N
<i>Sexual Orientation</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of sexual orientation, no change as a result of proposals.	N	As above	Social Care Code of Conduct	N
<i>Pregnancy and Maternity</i>	Young People who attend Bannau and Camlas will not be dis-advantaged on the basis of pregnancy, no change as a result of proposals.	N	As above	Social Care Code of Conduct	N

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: <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				
Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i>	N/A				
Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three.</i>	N/A				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				

<p>Corporate Parenting: Enabling our looked after children to fulfil their potential.</p>	<p>Staff at Bannau and Camlas have in most recent inspections, been noted for the quality of the interactions between the young people and themselves. This positive interaction and knowledge in terms of communication enables the Young People in their care to fulfil their potential. The proposed changes will only serve to strengthen the above.</p>	<p>G</p>	<p>A lower turnover of staff will allow knowledge form attendance at training to remain within the Unit.</p>	<p>a) Staff training records b) Inspection Reports c) Corporate Parenting Reports</p>	<p>G</p>
--	--	----------	--	---	----------

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
<p>1. Unable to recruit to full time or casual positions, resulting in the need to continue to use Agency staff; 2. Ability to cover staffing rota with number of full time and casual staff employed.</p>	<p>High</p>	<p>Low</p>	<p>Medium</p>
<p>Does it have potential to impact on another service area?</p>			
<p>No</p>			

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

<p>What additional evidence and data has informed the development of your proposal?</p>
<p> </p>

7. Policy / Change Objective Impact Assessment Summary and Judgement

<p>Outline Assessment (to be inserted in cabinet report)</p>	<p>Cabinet Report Reference:</p>		
<p>Overall the suggested changes will enable Bannau and Camlas to meet Regulatory Requirements regarding numbers of permanent staff and staff with required qualifications. In addition to this it will contribute to many of the Council's Change Objective priorities as highlighted above.</p>			
<p>Judgement (to be included in Corporate or service risk register)</p>			
<p>Very High Risk</p>	<p>High Risk</p>	<p>Medium Risk</p>	<p>Low Risk</p>
		<p>√</p>	

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



8. Mitigating Actions

Action	Residual Risk
Plan out number of full time and casual posts required to effectively cover the staff rota	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
<ul style="list-style-type: none"> a) Corporate Parenting Reporting b) CSSIW Inspection c) Monthly visits by the Responsible Individual d) Staff Supervision e) Budget Monitoring

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Steven Howell		18.11.15
Head of Service:	Pauline Higham		
Strategic Director:	Amanda Lewis		
Portfolio Holder:			

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



Budget Saving	065 – Bannau / Camlas residential / respite unit – a strategic review required to identify alternative model / outsource / efficiencies.						
Service Area	Children’s Services	Head of Service	Pauline Higham	Strategic Director	Amanda Lewis	Portfolio Holder	Clr Graham Brown

1. Cabinet Observations

General Comments
n/a

2. Revised Risk Rating

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

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
9 th February 2016

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



Service Area	Children's Services	Head of Service	Pauline Higham	Strategic Director	Amanda Lewis
Policy / Change Objective / Budget Saving	069 – Deletion of Psychologist and Family Group Conferencing services				
Outline Summary					
Family Group Conferencing currently employs 1.62 FTE members of staff who deliver this service across the Department. The proposal would see the deletion of these posts and staff within the Locality Teams receiving training to deliver the service at a local level.					

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

Version	Author	Job Title	Date
1.0	Steven Howell	Area Manager	17.11.15

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	Family Group Conferencing is one model used that empowers families to take control of and make decisions in respect of their lives, to manage risks and to meet identified needs, without on-going Statutory intervention. Family Group Conferencing is also an Early Intervention approach which prevents escalation of need to high cost services.	F	The removal of the Family Group Conferencing Service would be seen to have a detrimental impact in ensuring that people are supported in the community to live fulfilled lives. To mitigate against this, staff members based in the wider Teams will be upskilled, resulting in more staff available to provide the service for less money.	a) Research Evidence regarding the role of and effectiveness of Family Group Conferences.	F
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	N/A				
Remodelling council services to respond to reduced funding	In line with the Council Priority, Children's Services propose to re-model how Family Group Conferences are delivered, as they are recognised as playing a key role in delivering an Early Intervention and Prevention Agenda.	G	Given the key role of Family Group Conferencing in delivering Children's Services Early Intervention and Prevention Agenda, the removal would have a detrimental impact. To mitigate against this the plan is to upskill some existing members of staff, who are based within the locality teams, to provide the service going forward.	a) Research Evidence b) Performance Management Figures	G

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	N/A				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	By working to an Early Intervention and Prevention model the need to remove children from their birth families and place them into foster care is reduced enabling the protection of Culture, heritage and the Welsh Language. The removal of the Family Group Conferencing Service could impact on this approach.	F	It is recognised that Family Group Conferences need to form part of the Early intervention agenda and therefore staff members in Locality based Teams will be trained to provide this service in the future.	We do not have any current outstanding demands for our Service/Literature to be provided through the Welsh medium. We have not experienced delays in providing the Service due to a request for Welsh Language provision.	F

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



<i>Opportunities for persons to use the Welsh language</i>	All Information is available through the medium of Welsh and the Family Group Conference should be offered to the Family through the medium of Welsh when this is the preferred Language. The proposed changes would potentially enhance this as Welsh speaking staff were trained to facilitate the family meeting.	G	In order to actively contribute to this goal, priority will be given to training staff who will be able to facilitate the Family Group Conference through the Welsh Language.	As above	G
<i>Treating the Welsh language no less favourable than the English language</i>	As above	G	As above	As above	G
<i>Opportunities to promote the Welsh language</i>	As above	G	As above	As above	G
<i>People are encouraged to do sport, art and recreation.</i>	N/A				
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	The Social Work profession as a whole is underpinned by anti-discriminatory and anti-oppressive practice and therefore Children's Services actively contributes to this Goal in all aspects of it work. The proposed cuts will not impact upon this.	N	The Social Work profession as a whole is underpinned by anti-discriminatory and anti-oppressive practice and therefore Children's Services actively contributes to this Goal in all aspects of it work. The proposed cuts will not impact upon this.	Social Work Code of Practice	N
<i>Age</i>	Families will not be disadvantaged on the basis of Age - The proposed cuts will not impact upon this.	N	By training staff based within locality Teams, this will provide families with more choice regarding the person who facilitates the Family Group Conference, and can take into account any requests based on equality reasons.	Social Work Code of Practice	N
<i>Disability</i>	Families will not be disadvantaged on the basis of Disability - The proposed cuts will not impact upon this.	N	As above	Social Work Code of Practice	N
<i>Gender reassignment</i>	Families will not be disadvantaged on the basis of their Gender Reassignment - The proposed cuts will not impact upon this.	N	As above	Social Work Code of Practice	N

<i>Marriage or civil partnership</i>	Families will not be disadvantaged on the basis of Marital Status - The proposed cuts will not impact upon this.	N	As above	Social Work Code of Practice	N
<i>Race</i>	Families will not be disadvantaged on the basis of Race - The proposed cuts will not impact upon this.	N	As above	Social Work Code of Practice	N
<i>Religion or belief</i>	Families will not be disadvantaged on the basis of Religion or Beliefs - The proposed cuts will not impact upon this.	N	As above	Social Work Code of Practice	N
<i>Sex</i>	Families will not be disadvantaged on the basis of Sex - The proposed cuts will not impact upon this.	N	As above	Social Work Code of Practice	N
<i>Sexual Orientation</i>	Families will not be disadvantaged on the basis of Sexual Orientation - The proposed cuts will not impact upon this.	N	As above	Social Work Code of Practice	N
<i>Pregnancy and Maternity</i>	Families will not be disadvantaged on the basis of a pregnancy - The proposed cuts will not impact upon this.	N	As above	Social Work Code of Practice	N

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

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

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



<p>Long Term: <i>Balancing short term need with long term and planning for the future.</i></p>	<p>There is an on-going need to work to an Early Intervention and Prevention Model in line with the requirements of the Social Services and Well Being Act 2016 and the Family Group Conference plays a key role in the model. However, for this to be sustainable into the future we need to be able to deliver the Service at a reduced cost to the Department.</p>	<p>F</p>	<p>In order to contribute to the Council's goal, whilst ensuring Children's Services are able to deliver the duties placed on it by the new Act, we are proposing to re-design the way we provide the service into the future.</p>	<p>a) Social Services and Well Being Act 2016 b) Performance Management Information</p>	<p>F</p>
<p>Collaboration: <i>Working together with other partners to deliver.</i></p>	<p>N/A</p>				
<p>Involvement: <i>Involving those with an interest and seeking their views.</i></p>	<p>N/A</p>				
<p>Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i></p>	<p>Family Group Conferencing is a key contributor to Children's Services achieving the Council's goal in this area. By working with the family to identify family based solutions, prevents problems getting worse and requiring high cost interventions from Children's Services and other key partner agencies.</p>	<p>F</p>	<p>The proposed approach would see an increase in the numbers of staff who are able to Facilitate a Family Group Conference, which will enable the Department to provide a timely intervention preventing problems from getting worse.</p>	<p>a) Research Evidence b) Performance Management Figures</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>Family Group Conference plays key role in the Safeguarding of Children and Young People who are living at home with their family.</p>	<p>G</p>	<p>The proposed changes to the way the service is delivered will see an increase in the number of Staff Members who are trained and able to facilitate Family Group Conferences.</p>	<p>a) Research Evidence b) Performance Management Figures</p>	<p>N</p>

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



Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				
--	-----	--	--	--	--

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
That staff who are trained to Facilitate Family Group Conferences are not available due to competing work demands.	Medium	Low	Low
Does it have potential to impact on another service area?			

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

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Family Group Conferences play a key role in the Early Intervention and Prevention model of Intervention that prevents needs from escalating and requiring input from high cost interventions. This Services enables families to identify how they can manage risks and meet identified needs. The Service is a Non Statutory Service.	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	√

8. Mitigating Actions

Action	Residual Risk
To Train staff who are part of the Locality Teams to ensure they have the knowledge and skills to facilitate Family Group Conferences.	Low

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Review of Performance Management and Safeguarding information.

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



10. Sign Off

Position	Name	Signature	Date
Service Manager:	Steven Howell		
Head of Service:	Pauline Higham		
Strategic Director:	Amanda Lewis		
Portfolio Holder:			

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



Budget Saving	069 Deletion of Psychologist and Family Group Conferencing services						
Service Area	Children's Services	Head of Service	Pauline Higham	Strategic Director	Amanda Lewis	Portfolio Holder	Cllr Graham Brown

1. Cabinet Observations

General Comments
Savings will now accrue £54k in 2016/17 and £43k in 2017/18.
We are in liaison with PtHB as to how this could be delivered in a different way.

2. Revised Risk Rating

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

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

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



Service Area	Democratic Services	Head of Service	Clive Pinney	Strategic Director	
Policy / Change Objective / Budget Saving	094 – Reduce photocopying budget				
Outline Summary					
Reduce Members photocopying budget from £40k					

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

Version	Author	Job Title	Date
1	Steve Boyd	Cabinet Manager	20 Oct 2015

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

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

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

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

A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	n/a				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	n/a				
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	n/a				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	n/a				
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					
<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	n/a				
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					

Sexual Orientation					
Pregnancy and Maternity					

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

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

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



5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Member non-compliance	Medium	High	Medium
Does it have potential to impact on another service area?			
Reprographics			

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

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
Members' contribution toward budget savings	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	X

8. Mitigating Actions

Action	Residual Risk
Member training on use of ModernGov including how to make notes electronically on documents	
Encourage Chairmen to use computer or be aware that Members using computers can't move through minutes, etc. as quickly as those Members using paper	

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Monthly budget reports, number of cartridges requested for home use.

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Steve Boyd		
Head of Service:	Clive Pinney		
Strategic Director:	Jeremy Patterson		
Portfolio Holder:	Phil Pritchard		

Budget Saving	094 Reduce photocopying budget						
Service Area	Legal	Head of Service	Clive Pinney	Strategic Director	Jeremy Patterson	Portfolio Holder	CLlr Phil Pritchard

1. Cabinet Observations

General Comments
It may be difficult to encourage Members to move away from a paper-based approach.
Work has already begun on this. We are aiming to encourage as many members as possible to use their laptops.
Risk: - 'Member non-compliance'.
Should we be restricting Members ability to copy at home – we are monitoring the number of cartridges requested for home use.
Ongoing monitoring arrangements – number of cartridges requested for home use.

2. Revised Risk Rating

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

3. Additional Mitigation

Further mitigation requested by Cabinet
Member training on use of ModernGov including how to make notes electronically on documents
Encourage Chairmen to use computer or be aware that Members using computers can't move through minutes, etc. as quickly as those Members using paper

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

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



Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell
Policy / Change Objective / Budget Saving	108 – Business Support Service Delivery Review (Internal) £128k				
Outline Summary					
Review existing Business Support service delivery model to ensure future delivery models/ways of working will meet all customer needs and expectations and current business support back office functions are delivered efficiently, effectively and professionally. Review will also ensure business support is flexible to service/customer requirements and has potential to develop well performing functions into a commercially viable framework.					

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

Version	Author	Job Title	Date
V1	Anne Marie Davies	Professional Leads – Business Support	23/10/15

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	N/A				
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	N/A				
<i>Remodelling council services to respond to reduced funding</i>	Review current service delivery model and ways of working to meet all customer needs and expectations and realise efficiencies	F	Ensure current business support back office functions are delivered efficiently, effectively and professionally	Customer Service Feedback BPR/review of end to end processes	G

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

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

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

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

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	N/A				
Collaboration: Working together with other partners to deliver.	Improve collaboration with internal and external partners	F	Potential to review end to end processes (Business Support and Service Area) Potential to develop well performing functions into a commercially viable framework		G
Involvement: Involving those with an interest and seeking their views.	Talk and listen to customers and partners to ensure Business support is flexible to service/customer requirements	F		Customer Service Feedback Complaints/ Compliments monitoring	
Prevention: Putting resources into preventing problems occurring or getting worse.	N/A				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	Explore potential for integration of some back office functions with partners/stakeholders	F			
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				

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



Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Review will need to consider support and statutory requirements of Safeguarding Team i.e. All Wales Child Protection Procedures etc.	N/F			
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Inadequate engagement of Service Areas/customers, historic behaviours and culture, resulting in failure to deliver efficient and effective support service and achieve savings	Low/Medium	Medium/High	Medium
Does it have potential to impact on another service area?			
All service areas, employees and customers			

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

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:		
Review existing Business Support service delivery model to ensure future delivery models/ways of working will meet all customer needs and expectations and current business support back office functions are delivered efficiently, effectively and professionally. Review will also ensure business support is flexible to service/customer requirements and has potential to develop well performing functions into a commercially viable framework.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		Medium Risk	

8. Mitigating Actions	Residual Risk
Full-engagement of Service Areas/Customers and sign up to Council's new operating principles and values	Low Risk

9. On-going monitoring arrangements?

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

Service/Directorate Management Team Meetings, Customer Satisfaction PI, Partnership Agreement Review meetings

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Anne Marie Davies / Graham Evans		23/10/15
Head of Service:	Mark Evans		23/10/15
Strategic Director:	David Powell		
Portfolio Holder:	CLlr Phil Pritchard		

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



Budget Saving	108 Business Support Service Delivery Review						
Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell	Portfolio Holder	Clr Phil Pritchard

1. Cabinet Observations

General Comments
£3.5m over next 3 years to be removed from Resources. Medium risk as it needs to be undertaken in an approach which doesn't affect front line services. Questions raised around do services want business support placed back within the services.

2. Revised Risk Rating

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

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell
Policy / Change Objective / Budget Saving	109 – Purchase to Pay £75k				
Outline Summary					
To review all current purchase and payment systems and end-to-end processes that are used across the Council in order to make improvements and create a simple value for money efficient process in line with customer demand.					

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

Version	Author	Job Title	Date
V1	Anne Marie Davies	Professional Lead – Business Support	23/10/15

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	N/A				
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	N/A				
<i>Remodelling council services to respond to reduced funding</i>	Review current purchase and payment systems and processes in order to make improvements and efficiencies	F	Ensure end to end processes create a simple value for money efficient process in line with customer demand	Data analysis Customer Feedback BPR/review of end to end processes Project documentation	G

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	Reduce payment times of invoices for suppliers through improved process (i.e. NPNP) and promotion of use of purchase cards	F		Data analysis	

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

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

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: <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>	Work with suppliers and service areas to ensure compliance with No PO, No Pay Policy, increased use of Purchase Cards and invoice rationalisation	F	Further roll-out/compliance with options implemented to date and implementation of further options within options appraisal, including establishment of PO Box address to receive all invoices to PCC, self-billing etc.	Data analysis Project documentation	G
Involvement: <i>Involving those with an interest and seeking their views.</i>	Work with internal and external stakeholders to increase awareness and ensure compliance	F		Data analysis Customer Service Feedback Complaints/ Compliments monitoring	
Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i>	N/A				
Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three.</i>	Ensure simple value for money efficient process in line with customer demand in order to secure Powys position prior to any integration discussions	F			

Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Inadequate engagement of Service Areas/customers/suppliers resulting in failure to deliver efficient and effective purchase to pay process and achieve savings	Low/Medium	Medium/High	Medium
Does it have potential to impact on another service area?			
All service areas, customers and suppliers			

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

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:		
To review all current purchase and payment systems and end-to-end processes that are used across the Council and fully implement options to make improvements and create a simple value for money efficient process in line with customer demand.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		Medium Risk	

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



8. Mitigating Actions

Action	Residual Risk
Full-engagement and compliance of Service Areas/Customers/Suppliers	Low Risk

9. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Purchase to Pay Working Group / Project Board, data analysis, Supplier feedback

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Anne Marie Davies		23/10/15
Head of Service:	Mark Evans		23/10/15
Strategic Director:	David Powell		
Portfolio Holder:	Cllr Phil Pritchard		

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



Budget Saving	109 Purchase to Pay						
Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell	Portfolio Holder	CLlr Phil Pritchard

1. Cabinet Observations

General Comments
This work will provide the benefit to pay more quickly by removing unnecessary steps. There is good confidence around delivery and how we'll work with suppliers.

2. Revised Risk Rating

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

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

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



Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell
Policy / Change Objective / Budget Saving	111 – Employment Services Delivery Review (Internal) £75k				
Outline Summary					
Review current Employment Services Delivery Model by identifying customer needs and expectations, which will ensure that the future service delivery is efficient, effective and professional. The Delivery Review will also ensure that Employment Services can readily adapt to both service and customer requirements whilst also have the capability for a commercially viable framework for income generation.					

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

Version	Author	Job Title	Date
V1	Graham Evans	Professional Lead – Employment Services	29/10/2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	N/A				
Developing the economy	N/A				
Improving learner outcomes for all, minimising disadvantage	N/A				
Remodelling council services to respond to reduced funding	Review current service delivery model and ways of working to meet all customer needs and expectations and realise efficiencies	F	Ensure current Employment Services functions are delivered efficiently, effectively and professionally	Customer Service Feedback BPR/review of end to end processes	G

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

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

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

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



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

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: Balancing short term need with long term and planning for the future.	N/A				
Collaboration: Working together with other partners to deliver.	Improve collaboration with internal and external partners	F	Potential to review and redesign end to end processes Potential to develop well performing functions into a commercially viable framework		G
Involvement: Involving those with an interest and seeking their views.	Have open and honest conversations with customers and partners to ensure Employment Services is flexible to service/customer requirements	F		Individual meetings Customer Service Feedback Complaints/ Compliments monitoring	
Prevention: Putting resources into preventing problems occurring or getting worse.	N/A				
Integration: Positively impacting on people, economy and environment and trying to benefit all three.	N/A				
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				

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



Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	N/A				
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Inadequate engagement of Service Areas/customers, system ICT capabilities, historic behaviours and culture, resulting in failure to deliver efficient and effective adaptable processes and achieve savings	Low/Medium	Medium	Medium
Does it have potential to impact on another service area?			

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

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

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:		
Review current Employment Services Delivery Model by identifying customer needs and expectations, which will ensure that the future service delivery is efficient, effective and professional. The Delivery Review will also ensure that Employment Services can readily adapt to both service and customer requirements whilst also have the capability for a commercially viable framework for income generation.			
Judgement (to be included in Corporate or service risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		Medium Risk	

8. Mitigating Actions

Action	Residual Risk
Full-engagement of Service Areas/Customers and sign up to Council's new operating principles and values	Low

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



9. On-going monitoring arrangements?

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

Service/Directorate Management Team Meetings, Customer Satisfaction PI, Service Level/Partnership Agreement Review meetings

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Graham Evans		30/10/2015
Head of Service:	Mark Evans		
Strategic Director:	David Powell		
Portfolio Holder:	Cllr Phil Pritchard		

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



Budget Saving	111 Employment Services Delivery Review						
Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell	Portfolio Holder	Clr Phil Pritchard

1. Cabinet Observations

General Comments
£75k saving as an initial part of delivery of a total of £3.5m savings within the Resources Directorate. Delivering services in a more efficient way. Possibility for collaboration with partners of services such as recruitment.

2. Revised Risk Rating

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

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015

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



Service Area	Customer Services	Head of Service	Mark Evans	Strategic Director	David Powell
Policy / Change Objective / Budget Saving	115 – Customer Service Review - £69k				
Outline Summary					
The Customer Services review will understand current service delivery as well as make recommendations for improvement. The review will utilise metrics to understand demands placed on Customer Services, improving customer contacts through process and systems.					

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

Version	Author	Job Title	Date
Version 1	Kelly Watts	Customer Services Manager	15 th October 2015

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

Council Priority	How does the policy / change objective impact on this priority?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Supporting people in the community to live fulfilled lives	The review will ensure that we have the appropriately trained staff aligned to high volume calls (i.e. Social Services)	F	Better understanding of our high volume call areas and first point of contact resolution	Data analysis regarding Demand types Call volume data	G
Developing the economy	Looking at ways in which to contact our customers through the Internet	F	Review current contact and ways in which Customers contact the Council	Decrease in call volume data	G
Improving learner outcomes for all, minimising disadvantage	N/A				
Remodelling council services to respond to reduced funding	Reducing failure demands and our processes	F	The review will highlight high volumes areas of failure demand Customer Services can work closely with services to reduce this	Customer Survey Satisfaction. End to end times and increase in drop in sessions. Business Case and Project Business Case.	G

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

Well-being Goal	How does the policy / change objective contribute this goal?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
A prosperous Wales: Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	N/A				
A resilient Wales: Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (eg climate change).	N/A				
A healthier Wales: People's physical and mental well-being is maximised and health impacts are understood.	N/A				
A Wales of cohesive communities: Communities are attractive, viable, safe and well connected.	Connecting to the customers through telephony, Internet and face to face.	F	Improving links with our internal services to ensure first point of contact resolution is achieved for our customers	Customer Satisfaction Survey.	G
A globally responsible Wales: Taking account of impact on global well-being when considering local social, economic and environmental well-being.	N/A				
A Wales of vibrant culture and thriving Welsh language: Culture, heritage and Welsh language are promoted and protected.	Maintaining current level of service by providing information in Welsh. Providing a Welsh language communication Line	N	Maintain current level; Welsh line is promoted though IVR, Internet available in Welsh	Data on volumes of number of a calls received to Welsh Line; Number of hits to Welsh Pages	F
<i>Opportunities for persons to use the Welsh language</i>					
<i>Treating the Welsh language no less favourable than the English language</i>					

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



<i>Opportunities to promote the Welsh language</i>					
<i>People are encouraged to do sport, art and recreation.</i>					
A more equal Wales: People can fulfil their potential no matter what their background or circumstances.	Universal service for all Customers of Powys County Council	N	Highly dependent on Customer Service review data will highlight areas where we will focus our resources in the right way	Data on demand, call volumes Consultations	N
<i>Age</i>					
<i>Disability</i>					
<i>Gender reassignment</i>					
<i>Marriage or civil partnership</i>					
<i>Race</i>					
<i>Religion or belief</i>					
<i>Sex</i>					
<i>Sexual Orientation</i>					
<i>Pregnancy and Maternity</i>					

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

Principle	How does the policy / change objective impact on this principle?	Inherent Judgement (I; U; P; N; F; G; E)	What will be done to better contribute to positive or mitigate any negative impacts?	Source of Outline Evidence to support judgement	Residual Judgement (I; U; P; N; F; G; E)
Sustainable Development					
Long Term: <i>Balancing short term need with long term and planning for the future.</i>	Changes to demographics may have impact long term on the Service as call volumes to areas such as Social Care may increase	U	Utilisation of new technology. Utilising call volume data to ensure have the right resource, at the right time, for first point resolution	Data on call volumes	U
Collaboration: <i>Working together with other partners to deliver.</i>	Improve collaboration with Internal Partners	F	Links to - Income and Awards Review	Customer Satisfaction Survey. Regular internal stakeholder meetings	G

Involvement: <i>Involving those with an interest and seeking their views.</i>	Working with our internal services	F	Engage and work with our internal services to review their end to end processes, which will in turn decrease call volumes. Awareness of changes to service delivery that may impact on equalities	Customer Satisfaction Survey. End to End times.	G
Prevention: <i>Putting resources into preventing problems occurring or getting worse.</i>	By undertaking the review we will have a better understanding of call demands	N	Engage and work with our internal services to review their end to end processes, which will in turn decrease call volumes. Utilisation of new technology. Utilising call volume data to ensure have the right resource, at the right time, for first point resolution	Reduction in call backs	F
Integration: <i>Positively impacting on people, economy and environment and trying to benefit all three.</i>	Providing a fit for purpose first point of contact for our customers	F	Engage and work with our internal services to ensure Customer Services provide the “right information at first point of contact”	Customer Satisfaction Survey. Decrease in call volumes.	G
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	N/A				
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can’t protect themselves.	Customer Services provides first point of contact for Social Services.	F	Engage and work with our internal service to ensure we provide the “right information at first point of contact” or transfer to skilled individual	Meet with Service to ensure Service expectations are met	G
Corporate Parenting: Enabling our looked after children to fulfil their potential.	N/A				

5. What is the risk associated with this Policy / Change Objective / Budget Saving?

Description of risk	Impact (severity)	Probability (deliverability)	Inherent Risk
Engagement of service areas – Service areas not engaged in project may mean that savings cannot be achieved. Any changes within Services may have impact on Customer Services (call volumes may increase i.e. 3 weekly bin collections) Resource to undertake implementation Skilled individuals lost due to other service changes (JVC & I & A Re-design)	HIGH	MEDIUM	MEDIUM
Does it have potential to impact on another service area?			
All Services delivered by Customer Services			

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

What additional evidence and data has informed the development of your proposal?
<ol style="list-style-type: none"> Customer Services – Scoping Document Customer Services - Project Review

7. Policy / Change Objective Impact Assessment Summary and Judgement

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The Customer Service Review has identified opportunities for improvement that will contribute to the budget savings required. Customer Services as a support service can only achieve this by engaging and working closely with other internal services to reduce call demands; and whenever possible resolving calls at first point of contact. Within Customer Services we will need to use our current metrics to ensure we are able to utilise our resources in the most effective way ensuring we have the right resources aligned to the high volume demands.	
Judgement (to be included in Corporate or service risk register)	
Very High Risk	High Risk
	Medium Risk
	Low Risk
	MEDIUM

8. Mitigating Actions

Action	Residual Risk
Closer working relationship with services (understanding of demands and subsequent impact on Customer Services)	Medium
Ensure the right resources aligned to high volume call areas (through a training needs analysis)	Low

9. On-going monitoring arrangements?

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

Project Governance, Risk Register

Monitoring of

- call volume data
- Call abandonment rates
- First point of resolution achieved
- Views of our Customers
- Monitoring of complaints
- Service Area communication
- Increase in web hits

10. Sign Off

Position	Name	Signature	Date
Service Manager:	Kelly Watts		20/10/15
Head of Service:	Mark Evans		
Strategic Director:	David Powell		
Portfolio Holder:	Cllr Darren Mayor		

Budget Saving	115 Customer Service Review						
Service Area	Business Services	Head of Service	Mark Evans	Strategic Director	David Powell	Portfolio Holder	Clr Darren Mayor

1. Cabinet Observations

General Comments
Undertake a review of Customer Services (the work is well underway). Looking at how we can interact with customers just once to remove costs (failure demand).

2. Revised Risk Rating

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

3. Additional Mitigation

Further mitigation requested by Cabinet

4. Sign-off by Cabinet

SIIA Approved by Cabinet
8 th December 2015