

## Health and Care Scrutiny Committee

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Man Cyfarfod  
**Ystafell Bwyllgor A - Neuadd y Sir,  
Llandrindod, Powys**

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Dyddiad y Cyfarfod  
**Dydd Llun, 27 Ionawr 2020**

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Amser y Cyfarfod  
**10.00 am**

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I gael rhagor o wybodaeth cysylltwch â  
**Lisa Richards**

[lisa.richards@powys.gov.uk](mailto:lisa.richards@powys.gov.uk)



Neuadd Y Sir  
Llandrindod  
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Dyddiad Cyhoeddi

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Mae croeso i'r rhai sy'n cymryd rhan ddefnyddio'r Gymraeg. Os hoffech chi siarad Cymraeg yn y cyfarfod, gofynnwn i chi roi gwybod i ni erbyn hanner dydd ddau ddiwrnod cyn y cyfarfod

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### AGENDA

<b>1.</b>	<b>YMDDIHEURIADAU</b>
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Derbyn ymddiheuriadau am absenoldeb.

<b>2.</b>	<b>DATGANIADAU O DDIDDORDEB</b>
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Derbyn datganiadau o ddiddordeb gan Aelodau.

<b>3.</b>	<b>DATGANIAD O CHWIPIAU PLAID</b>
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Derbyn datganiadau ynglyn â gwaharddiad chwip plaid a gyflwynwyd i Aelod mewn perthynas â'r cyfarfod yn unol ag Adran 78 (3) Mesur Llywodraeth Leol 2001.

(D.S: atgoffir yr Aelodau, dan Adran 78, na all Aelodau sydd wedi derbyn gwaharddiad chwip plaid bleidleisio ar fater gerbron y Pwyllgor.

<b>4.</b>	<b>Y GYLLIDEB DDRAFFT 2020-21</b>
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Craffu'r Gyllideb Ddrafft 2020-21

Wedi'u hatodi mewn perthynas â chynigion y Gyllideb gan y Cabinet i'r Cyngor mae'r dogfennau canlynol:

- (i) Copi o adroddiad y Cabinet sy'n darparu'r cyd-destun cyffredinol ar gyfer y broses o osod y gyllideb (**Atodiad 1**)
- (ii) Copi o'r cynigion ar gyfer torri costau'r Gwasanaeth sy'n berthnasol i'r pwyllgor craffu (**Atodiad 2**)
- (iii) Aseidiadau Effaith Unigol yn gysylltiedig â'r cynigion o dan (ii) uchod
- (iv) Copi o'r Adroddiad Ffioedd a Thaliadau sy'n darparu gorolwg o gynigion y Gwasanaeth ar gyfer cynhyrchu incwm. (**Atodiadau 3A a 3B**)
- (v) Copi o'r Rhaglen Gyfalaf ar gyfer y 10 mlynedd nesaf. (**Atodiadau 4A a 4B**)
- (vi) Copi o Efelychydd y Gyllideb – Ymarfer Ymgynghori â'r Cyhoedd (**Atodiad 5**)

(Tudalennau 1 - 44)

#### 4.1. **Aseidiadau Effaith**

(Tudalennau 45 - 154)

## CYNGOR SIR POWYS COUNTY COUNCIL.

## CABINET

Date: 21 January 2020

**REPORT AUTHOR:** County Councillor Aled Davies  
Portfolio Holder for Finance

**SUBJECT:** Draft Medium-Term Financial Strategy 2020-2025 and Draft  
2020-21 Budget and Capital Programme for 2020-2030

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**REPORT FOR:** Decision

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**1. Purpose**

1.1 To seek Cabinet's approval of the draft Medium-Term Financial Strategy for 2020-25, which includes a Financial Resource Model for 2020-25, a draft revenue budget for 2020-21 and a draft capital programme for 2020-21 to 2029-30.

**2. Background**

2.2 Like other councils across Wales, Powys County Council continues to face significant challenges arising from demographic changes, increase service demands, citizen expectations and rising costs. Against that background, over the past twelve months the Cabinet and Executive Management Team (EMT) have placed a greater focus on longer term financial, service and workforce planning to help provide sustainable solutions to the challenges we continue to face.

2.3 Vision 2025, the Council's Corporate Improvement Plan and the Medium-Term Financial Strategy (MTFS) identify the Council's service and resource priorities for the next five financial years, with a focus on 2020-21.

2.4 The Vision 2025 Plan is reviewed annually to ensure that it continues to reflect the Council's operating environment and priorities and the 2020-25 Plan will be presented to Council for approval at the same time as the final MTFS and 2020-21 is presented on 28 February. This will ensure the Corporate Plan and MTFS are aligned, enabling the reader to make explicit links between the Council's priorities and the resources directed to support them.

2.5 The Council's MTFS is set within the context of UK economic and public expenditure plans, Welsh Government priorities and legislative programme. It articulates how the Council plans to use its resources (revenue and capital) to support the achievement of its corporate priorities as well as the management of its statutory and core duties, known pressures and risks. The MTFS helps the Council to work more effectively with partners in other sectors and provides a strategy for the use of reserves to meet changes in resources, risks or unforeseen demands from year to year without impacting unduly on services or council taxpayers.

2.6 The draft MTFS includes the:

- principles that will govern the strategy and a five-year Financial Resource Model (FRM), comprising detailed proposals for 2020-21 and outline proposals for 2021-22 to 2024-25.
- Capital Financing Strategy and the Treasury Management Strategy; and
- Capital Programme for 2020-21 to 2029-30

2.7 The Cabinet and EMT have developed the draft MTFs to guide the development of the proposed 2020-21 draft budget, the Financial Resource Model and the draft Capital Programme. At the same time as updating the MTFs, the Council is legally required under the Local Government Act 2003 to set a balanced budget for the forthcoming financial year by 11 March each year.

2.8 Production of the draft budget for the forthcoming year is dependent on receipt of the provisional local government settlement from the Welsh Government which for 2020-21 was late to be published on 16 December 2019 due to the General Election. This report provides a draft Budget for 2020-21 for Cabinet's approval, subject to which it will be considered by the Council's Overview and Scrutiny Committees before a final budget is presented to full Council for approval on 28 February 2020. The Welsh Government is due to publish the final local government settlement on 25 February so if there are any late changes these would need to be made on 28 February in the Chamber.

### 3. **Advice**

#### **Welsh Government Provisional Local Government Settlement**

3.1 The Local Government Revenue Settlement comprises Revenue Support Grant (RSG) and redistributed National Non-Domestic Rates (NNDR) revenues and is known as Aggregated External Finance (AEF). The settlement for 2020-21 represents the biggest funding growth in a single year for Welsh local authorities in over a decade with a total increase of £184.3 million (5.6%) compared to 2019-20. Including specific grants, total support for local authorities will increase by 1.8% in real terms from 2019-20.

3.2 The 2020-21 provisional settlement gave Powys Council a cash increase of £9.5 million (5.4%) on 2019-20 which when adjusted for transfers into the formula of specific grants (schools' pay and pensions £2.06 million, and Funded Nursing Care £99,000) becomes 4.2% for Powys and 4.3% for Wales. The provisional settlement also includes funding to meet additional costs arising from the UK Government's changes to employer pension contributions for teachers as well as funding the full year impact of 2019-20 teachers' pay deal. The settlement letter stated that the future impact of the teachers' pay award which will come into effect from September 2020 was also recognised.

3.3 Welsh Government funding is allocated to unitary authorities using a formula driven by a number of 'indicators' (e.g. population projections, pupil numbers, primary free school meals and income support, job seekers allowance or pension credits claimants). The movement in these indicators, relative to the movement in the indicator for Wales as a whole, affects Powys' share of the overall funding available. The changes to the key indicators and our comparative position across Wales are shown in Table 1 below.

**Table 1**

Changes in Key Datasets	All Wales			Powys			
	2019-20 Final	2020-21 Provisional	% Difference	2019-20 Final	2020-21 Provisional	% Difference	Rank
Population <sup>2</sup>	3,134,476	3,136,749	0.1%	131,721	132,084	0.3%	10
Pupil Numbers - Nursery and Primary	264,060	263,655	-0.2%	9,755	9,746	-0.1%	12
Pupil Numbers - Secondary in year groups 7-11	158,634	161,806	2.0%	6,297	6,306	0.1%	19
Free School Meals - Primary <sup>3</sup>	45,270	45,270	0.0%	1,034	1,034	0.0%	1
Free School Meals - Secondary <sup>4</sup>	26,400	26,400	0.0%	637	637	0.0%	1
Children in out of work families <sup>5</sup>	126,900	126,900	0.0%	2,900	2,900	0.0%	1
IS/ JSA/PC/UC (not in employment) claimants - 18 to 64	80,657	79,026	-2.0%	1,605	1,480	-7.8%	18
IS/ JSA/PC claimants - 65+	110,054	105,082	-4.5%	4,466	4,248	-4.9%	16
IS/ JSA/PC/UC (not in employment) claimants - all ages	191,177	184,558	-3.5%	6,084	5,740	-5.7%	18
SDA/DLA/PIP claimants - 18 to 64	143,665	142,023	-1.1%	4,544	4,502	-0.9%	12

3.4 Overall Powys is ranked 14<sup>th</sup> of 22 councils in terms of its increase, Newport is highest at 5.4%, and Monmouthshire the lowest at 3%. This position represents a significant improvement for Powys compared to previous years when the Council has languished at the bottom of the funding table. It is particularly pleasing given the evidence of the costs of providing local services in Powys<sup>1</sup> which the Cabinet presented to the Welsh Government in September 2019.

3.5 Based on the provisional settlement Powys will receive £1,395 per head of population for 2020-21 compared to the Wales average of £1,426 per capita.

3.6 While the un-hypothecated (non-earmarked) settlement is the largest single source of funding available to authorities, it is not the only one. The Council also funds its expenditure by generating income from grants, fees and charges and council tax. In setting the budget and council tax levels for next year, Welsh Government expects every authority to take account of all the available funding streams and to consider how to secure best value for Welsh taxpayers through effective and efficient service provision.

### Revenue Settlement Implications for 2021-25

3.7 The Welsh Government has given no indication of the future allocations for 2021-22 onwards, but in view of current economic and fiscal projections and in the absence of other information the MTFs sets out a worst likely scenario predicated on an assumption that AEF will reduce by -2% for 2021-22, 2022-23, 2023-24 and 2024-25. Based on these assumptions the total recurrent reductions required from 2021-22 to 2024-25 amount to around £49 million.

### Provisional Local Government Capital Settlement

3.8 The Welsh Government settlement includes a non-hypothecated general capital funding settlement, also calculated using a formula. The total provisional capital settlement for 2020-21 will be £198 million (including £20 million for public highways refurbishment grant) which is an increase of £15 million over that announced in the Final Budget last year. Welsh Government hopes that the additional funding will enable authorities to consider decarbonising.

<sup>1</sup> Rural Cost Analysis link (<https://en.powys.gov.uk/article/7842/Funding-changes-needed>)

3.9 For Powys County Council the provisional capital settlement provides the following increase on 2019-20:

- £25,000 as supported borrowing
- £233,000 as General Capital Grant

### Final Local Government Settlement

3.10 Welsh Government is due to publish its Final Budget and Final Local Government Settlement for 2020-21 on 25 February 2020. The Welsh Government has included the Council Tax base and other data changes in the provisional settlement and therefore it is unlikely that the settlement for Powys will change significantly, however, more information on 2020-21 specific grants will be provided at that time.

### Current Year (2019-20) Financial Performance

3.11 The in-year financial position as at 31 December 2019 is shown in Table 2 below:

**Table 2**

Service Area	Working Budget	Forecast Spend	Variance (Over) / Under Spend	Variance (Over) / Under Spend %
Adult Services	64,562	64,775	(213)	(0.3)
Childrens Services	20,625	25,634	(5,009)	(24.3)
Commissioning	3,438	3,270	168	4.9
Education	21,988	21,860	128	0.6
Highways Transport & Recycling	29,075	31,192	(2,117)	(7.3)
Property, Planning & Public Protection	5,784	5,798	(14)	(0.2)
Housing & Community Development	8,939	9,201	(262)	(2.9)
Digital Services	4,963	4,718	245	4.9
Transformation & Communications	1,766	1,706	60	3.4
Workforce & OD	1,366	1,501	(135)	(9.9)
Legal & Democratic Services	3,159	3,045	114	3.6
Finance	19,759	13,294	6,465	32.7
<b>Total</b>	<b>185,424</b>	<b>185,994</b>	<b>(570)</b>	<b>(0.3)</b>
Housing Revenue Account (HRA)	0	(120)	120	
Schools Delegated	69,761	69,564	197	0.3

3.12 The overall projected position as at 31 December 2019 shown in the table above reports an overspend of £570,000 (excluding Schools Delegated and the Housing Revenue Account), however with further savings projected to be delivered in the last quarter the outturn position improves to an underspend of £600,000 comprising £5.9 million net over spend on service areas and £6.5 million under spend on corporate budgets. At this point in the financial year £5.3 million of budget reduction proposals have been deemed to be unachievable in the current financial year.

## **Council's Improvement Journey**

- 3.13 The Council has made significant steps on its improvement journey over the last eighteen months, following the Care Inspectorate Wales report on Children's Services and the Corporate Governance Review undertaken by Sean Harriss in 2018. Since then the Council has increased its focus on performance management and has established a Vision 2025 Transformation Programme which is driving delivery of the Council's Corporate Improvement Plan and improving the organisation's capability and financial resilience.
- 3.14 Twice in 2019-20 the Cabinet met Welsh Government Ministers and officials to make the case for additional funding for Powys County Council, recognising the additional costs associated with providing services in the biggest and most rural county in Wales. These discussions led to the Welsh Government making more than £900,000 available to the Council to support our Digital Powys Programme. The increase in the Council's revenue settlement was also welcomed by Cabinet in the context of their representations to Welsh Government.
- 3.15 The announcement made by the UK Government in Autumn 2019 that it has committed an initial investment of £55 million to the Mid Wales Growth Deal was another positive step forward for the Council. The Mid Wales Growth Deal led by Powys and Ceredigion County Councils and the private sector will support the transformation and growth of the Mid Wales economy through an integrated programme of interventions which aim to make the greatest difference to the region to be delivered over a 10-15 year period.
- 3.16 Over the last twelve months there has been a sustained improvement in Children's Services performance which has been recognised by the Improvement and Assurance Board. There is still more to do, including addressing some persistent recruitment difficulties and the Board and Cabinet recognise the need to set a realistic budget which supports Powys children who are currently in need and in our care while Children's Services implement new service models that will over the medium term reduce the number of Children Looked After and the costs associated with their care.
- 3.17 The Estyn Inspection of the Education Service in 2019 identified five key recommendations for the Council in respect of the quality of our education provision and financial sustainability and the Improvement and Assurance Board has extended its remit to support the Council in implementing these recommendations.
- 3.18 In terms of overall performance, using Public Accountability Measures, Powys Council's performance compares favourably with the other twenty-one authorities in Wales, ranking 5<sup>th</sup> for 2018-19. A greater focus on performance in 2019-20 has also seen the Council increase its performance in a number of areas including social care services and our corporate functions.

## **Draft MTFS 2020-25**

- 3.19 The draft MTFS for the next five years is attached at Appendix A, based on the latest information available from the Welsh Government. It does not include fixed funding, expenditure or activity projections, but sets best, worst and most likely scenarios for the resources that will be available. The MTFS is reviewed regularly and will be amended as additional information becomes available, with the detail for future years being developed over the period of the strategy.

- 3.20 The development of the MTFs 2020-25 has been led by Cabinet and EMT and has taken into account the views of auditors and CIPFA on the Council's financial planning arrangements as well as budget issues arising in 2019-20, underpinned by the ongoing aim to embed a culture of integrated business planning over the medium term.
- 3.21 Implementation of the MTFs will continue to be led by Cabinet and Senior Leadership Team (SLT)<sup>2</sup>, supported by robust financial and performance data. The Council will seek to ensure that it is widely understood by internal stakeholders (Members, employees and Unions) and external stakeholders (citizens, businesses and partners). As well as linking explicitly to the Council's corporate priorities, the MTFs also links to other internal resource strategies such as the Workforce Plan, the Digital Powys Strategy, the Treasury Management Strategy, Asset Management Plans and the Council's Transformation Programme.

### **Engagement, Scrutiny and Challenge**

- 3.22 In developing the draft 2020-25 MTFs and 2020-21 budget significant efforts have been made this year to engage Powys citizens, local councillors, partners and the workforce in the budget development process. This included providing more information to the public, pre-engagement on the Council's financial position with various stakeholders and an interactive online budget simulator consultation exercise.
- 3.23 Nearly 600 responses were received from the budget simulator exercise which challenged participants to prioritise services and target reductions in order to deliver a balanced budget. The findings identified the mean values of all respondents and the budget adjustment acceptable. Schools were selected to have the lowest levels of reduction of just 0.55%, whilst central support services had a much larger figure of 5.83%. Respondents suggested that council tax could be increased above the 5% set as the base, while the mean average suggested a 6% increase would be palatable. A report of the findings is provided at Appendix H and Cabinet and SLT has taken these into account in the development of the draft 2020-21 budget.
- 3.24 Members of the Council have engaged in the budget planning process from the outset through a series of member budget seminars which have given Councillors the opportunity to review and prioritise Vision 2025 outcomes, challenge, propose ideas and input into the process. The Finance Scrutiny Panel (comprising Group Leaders of Non-Executive Groups and Audit Committee representatives) have also been engaged during the process and financial assumptions and settlement information have been shared with members and the impact on the budget modelled and considered.
- 3.25 This report presents the detailed draft budget for 2020-21 and each of the Council's three Overview and Scrutiny Committees will have the opportunity to consider the implications of the draft budget for the service areas within their remit during the last week in January. The Committees will then be able to provide feedback to the Cabinet for consideration before the final MTFs and 2020-21 budget and 2020-30 capital programme are presented to full Council for approval on 28 February 2020.

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<sup>2</sup> SLT comprises the Chief Executive Officer, three Corporate Directors and 12 Heads of Service)



## **MTFS Principles**

- 3.26 The draft MTFS provides a set of clear principles which will drive the Council's budget and spending decisions over 2020-25 and which Members and others can examine and judge the Council's financial performance against. The ten key principles are to ensure that:
1. The Council will continue to meet its statutory obligations and to demonstrate how its budget supports the priorities contained in Vision 2025.
  2. The Council's financial control system will be sufficiently robust to support the delivery of financial plans and mitigate corporate risks.
  3. All Council budgets will be reviewed annually to ensure resource allocations are delivering value money and continue to align to the delivery of priority outcomes in Vision 2025.
  4. Financial plans will provide an optimum balance between income and expenditure for both capital and revenue.
  5. Reserves will not be used to fund recurrent budget pressures or to keep down council tax rises.
  6. The Council's General Fund reserve will be maintained at a minimum of 3% of Net Revenue Expenditure over the period of the MTFS.
  7. Capital investment decisions will support the Council's corporate priorities and mitigate any statutory risks taking account of the return on investment and robust business cases.
  8. Prudential borrowing will only be used to support the capital programme where it is affordable and sustainable within the Council's overall borrowing limits and the revenue budget over the long term.
  9. Decisions on the treatment of surplus assets will be based on an assessment of the potential contribution to the revenue budget and the capital programme.
  10. Budgets will be managed by members of SLT in accordance with the Council's Financial Procedure Rules.

## **Financial Resource Model**

- 3.27 The MTFS includes a Finance Resource Model (FRM) which provides a financial forecast for the forthcoming five financial years. This is provided at Appendix B. The MTFS sets out a best case, most likely case and worst case scenarios for the Council's future years' budgets by making a number of assumptions about the level of funding that will be received from Welsh Government and cost drivers such as pay and price inflation and demographic change. All the scenarios include an annual council tax increase of 5%. The FRM is based on the worst-case scenario.

3.28 Table 3 sets out the gap between the Council's net budget requirement and the possible funding available in each of the next five years based on each of the scenarios in the MTFs.

**Table 3**

Scenario Gap - £k	2021/22	2022/23	2023/24	2024/25	Cumulative
Best	(£6.2m)	(£6.5m)	(£2.7m)	(£3.3m)	(£18.7m)
Most Likely	(£9.9m)	(£13.1m)	(£6.5m)	(£5.3m)	(£34.7m)
Worst	(£13.6m)	(£16.7m)	(£10.0m)	(£8.7m)	(£49.0m)
Cost Reduction Proposed to Reduce the Gap	(£9.0m)	(£6.5m)	(£0.7m)	£ -	(£16.2m)
Revised Worst Case gap	(£4.6m)	(£10.2m)	(£9.3m)	(£8.7m)	(£32.8m)

3.29 Table 3 shows that the Council will need to find recurrent cost reductions of between £18.7 million and £49 million and/or increase council tax by more than 5% per annum over 2021 to 2025 to balance future years' budgets.

### **Draft Revenue Budget 2020-21**

3.30 Taking account of advice from the Wales Audit Office and CIPFA on the Council's financial planning arrangements, the Cabinet and the Senior Leadership Team adopted a new Integrated Business Planning approach to developing the 2020-21 budget and the FRM for 2021-2025. This approach has involved all council services:

- Reviewing comparative performance data
- Identifying any inescapable cost pressures
- Identifying cost reduction opportunities
- Planning service changes to secure delivery of the priority outcomes in the Council's Corporate Improvement Plan Vision 2025 and statutory obligations
- Identifying any workforce implications of service changes

3.31 Cabinet and SLT began the budget planning process for 2020-21 using the worst-case scenario in the approved MTFs (ie a budget gap of £13.1 million on the 2019-20 working budget, assuming a 5% increase in Council Tax). However during the autumn it became clear that the assumption around the level of inescapable pressure on services was not high enough and there was a need to recognise that some 2019-20 savings were undeliverable and risks in Children's Services could not be mitigated in the short term. Despite identifying more than £11 million of cost reduction proposals a significant budget gap remained before the provisional local government settlement was received in December 2019.

### **2020-21 Net Budget Requirement**

3.32 The net budget requirement is the amount of budget the Council requires to fulfil its functions. It is calculated using the previous year's budget as the baseline, adding any inescapable budget pressures and subtracting any budget reduction proposals.

3.33 Table 2 below sets out the proposed draft net budget for 2020-21 (£269.6 million including the Delegated Schools' Budget).

**Table 2: 2020-21 Draft Revenue Budget**

	2019-20 Working Budget	2019-20 Forecast Outturn @31/12/19	General Pay and Price Inflation	Grant Changes & Transfers into RSG	2019-20 Undeliverable Savings	Corporate & Service Specific Pressures	Cost Reductions Proposed	2020-21 Draft Budget
£'000								
Financial Services	4,945	4,945	141		123	95	(425)	4,880
Corporate Activities	14,813	8,349	51			1,780	(825)	15,820
Corp Legal And Democratic Serv	3,159	3,045	67			40	(279)	2,987
Highways Transport Recycling	29,075	31,192	607	110	653	1,055	(291)	31,209
Housing & Community Development	8,939	9,201	291		480	30	(672)	9,069
Prop. Planning & Public Protection	5,784	5,798	162		471	105	(464)	6,058
Education (Inc Schools Delegated)	91,749	91,424	612		120	6,597	(511)	98,567
Adult Services, Commissioning	64,562	64,775	344	120		2,905	(4,070)	63,861
Childrens' Services	20,625	25,634	252		1,704	5,681	(2,221)	26,041
Commissioning Social Care	3,438	3,270	72					3,509
Workforce & Organisational Dev	1,366	1,501	70		200		(183)	1,454
Digital Services	4,963	4,718	130			108	(771)	4,430
Transformation & Communication	1,766	1,706	34				(85)	1,715
	<b>255,186</b>	<b>255,558</b>	<b>2,833</b>	<b>230</b>	<b>3,751</b>	<b>18,396</b>	<b>(10,796)</b>	<b>269,600</b>

3.34 Table 2 shows the Council's 2019-20 working budget and proposed changes across each service to provide a base budget for 2020-21, including

Additional funding as follows:

- £2.83 million for general pay and price inflation, including the proposed Local Government pay award
- £230,000 of specific grants that are transferring into the settlement passed on to services to meet ongoing costs
- £3.75 million for 2019-20 savings which have proven to be undeliverable and known Children's Services risks that materialised in 2019-20. These are funded in 2020-21 to ensure the budget is sustainable and to provide increased assurance that it will be deliverable.
- £18.4 million of inescapable budget pressures including:
  - £406,000 to meet the 5.71% increase in the Mid and West Wales Fire and Rescue Authority annual levy.
  - £450,000 for the Council Tax Reduction Scheme (CTRS). At a proposed council tax increase level of 5%, this is included as a pressure to meet the increased levels eligible under the scheme.
  - £6.60 million for the Education Service (including the Delegated Schools' Budget): £4.3 million for the additional cost of Teachers Pay and Pensions; £1.4 million to recognise Teaching and Learning Responsibility (TLR) allowances in the schools' formula; £207,000 to support an increase in the Capitation Allowance; together with £693,000 to recognise contract inflation, pupil number changes, and increasing Rates & Utilities costs in schools.
  - £5.68 million to realign the Children's Service base budget to meet existing placements, agency staff and legal costs reflected in the Services spend in 2019-20 of £4.9 million overspend. The service has developed a strategy which will safely reduce the number of looked after children and bring fewer children into the care of the local authority, which over the medium term will

reduce costs whilst continuing to ensure children are safeguarded and achieve best possible outcomes.

- £2.9 million to meet inescapable demand and cost pressures in Adult Social Care.
- £1 million mainly to meet the increased costs in insurance together with other corporate cost pressures.
- £1.05 million for Highways Transport and Recycling - £500,000 new growth in roads' maintenance funding and £505,000 to meet contract inflation and to support the waste to energy initiative, helping the council meet the Welsh Governments' target to reduce landfill.

Reductions in funding as follows:

- £10.79 million of cost reduction proposals, the detail of which is provided at Appendix C, with Impact Assessments on each of the proposals attached at Appendix I.

3.35 Delivery of these cost reductions will be essential to deliver a balanced 2020-21 budget. Assurance must be provided to Council that the budget is robust and that the reductions included in it are deliverable. This will also enable the Council and the Statutory Chief Finance Officer (S151) to sign off the budget with confidence. For the proposed budget, several budget challenge events have been held with officers to challenge and test the deliverability of each proposal. SLT has provided assurance to Cabinet that they can deliver the cost reductions within the required timescales, whilst also reflecting on any risks.

### **Financing the Draft Net Budget for 2020-21**

3.36 The Council's gross budget reflects the totality of the Council's costs including salaries and wages, the purchase of goods and services, premises costs and the revenue cost of financing our capital programme. The gross budget is financed by all the Council's income sources including AEF, council tax, fees and charges, specific grants and contributions from other bodies.

3.37 Income from fees and charges makes a significant contribution (£60 million+ per annum) to the Council's budget and the Council's approach to income generation is included in the MTFs. The Income and Cost Improvement Policy forms the framework within which income is reviewed annually.

3.38 The budget proposed for 2020-21 includes increasing of fees and charges in line with inflation, where permitted, and where appropriate, the principle of full cost recovery has been applied. The Fees and Charges register has been updated and it, together with an explanatory note, is attached as Appendix D and E.

3.39 The financing of the net budget comes from the Welsh Government settlement and Council Tax income. Table 2 summarises the 2020-21 budget requirement and how it will be financed and shows that Council funds 32% of the councils' net budget.

3.40 Table 4 below shows how the budget requirement for 2020-21 will be financed.

**Table 4**

REVENUE FUNDING	2019/20	2020/21	Change
AEF (RSG & NNDR Allocation)	£ 174.291m	£ 184.289m	£ 9.998m
Council Tax	£ 80.896m	£ 85.311m	£ 4.415m
<b>Total Projected Revenue Funding</b>	<b>£ 255.187m</b>	<b>£ 269.600m</b>	<b>£ 14.413m</b>

- 3.41 As can be seen the balancing of the Council's 2020-21 budget is dependent upon a 5% increase in the Council Tax in 2020-21, generating £4.27 million. In proposing this increase, consideration has been given to the affordability for Powys residents and the ongoing need to meet increasing demand and inescapable cost pressures on vital local services.
- 3.42 The setting of Council Tax is not subject to approval as part of this report, as this is a matter for full council determination. However, the report recommends the level of Council Tax to be included in the budget that goes to full Council on 28th February 2020. On 4th March full Council meets to set the Council Tax in line with the final budget. This meeting does not reopen the budget but ensures the Council sets Council Tax for billing purposes.

### **Draft Capital Programme 2020-30**

- 3.43 The Capital and Treasury Management Strategies are fundamental to the effective delivery of the Council's priorities and Vision 2025. The provision of the right assets in the right place at the right time will ensure the effective and efficient delivery of a comprehensive range of quality services.
- 3.44 The draft strategy document at Appendix F provides a high-level, long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services, whilst considering the risks how these will be managed and the implications for future financial sustainability.
- 3.45 Maintaining the capital programme has a significant regeneration impact for the economy of Powys alongside the direct effect of better infrastructure to deliver services. Capital investment also has a significant input into the delivery of revenue cost reductions, and it is essential that both budget strategies are developed in tandem.
- 3.46 Broadly the programme covers three areas of expenditure. These are:
- a core programme of schemes that are regulatory / statutory in nature, and minimise legal challenge or revenue risk, these schemes are related to day to day activities that will ensure the Council meets its statutory requirements
  - a retained asset programme to improve or enhance the life of existing assets, and
  - an investment programme in schemes linked to the Council's strategic priorities; commercial schemes to generate income and increase the diversification of the Council's property portfolio or reduce the revenue costs of running and maintaining the assets.

3.47 The key aims of the Capital Strategy are to:

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

3.48 During 2019-20 the Cabinet and EMT has introduced a new Governance Framework for the development of the Capital Programme, based on the Welsh Government Better Business Case approach, each project is developed through a series of gateways ensuring that the business case is robust and fully considers the benefits and costs of the individual project and that they align with Vision 2025. This enables the council to prioritise its capital investment whilst ensuring affordability.

3.49 The Council is moving away from an annual capital cycle and using the new framework will have an ongoing process of projects in development through to approval through Cabinet and Council as needed.

3.50 The Capital Strategy is attached as Appendix F. The strategy sets out the priorities for the next 10 years with the provisional Capital Programme totalling £532 million (including the Housing Revenue Account (HRA)). This is a significant commitment. The Capital Programme is included in Appendix F as part of the Capital Strategy.

3.51 The Council continues to invest in services that underpin the priorities set out as part of Vision 2025 as follows:

#### We will support our residents and communities:

- Housing - £235 million: The Council will continue to maintain the Welsh Housing Quality Standard achieved in 2018, and over the lifetime of the HRA business plan the service will look to invest in 250 new council dwellings.
- Leisure and Recreation - £4 million: The colocation of libraries with other services continues and self-service technology enables our customers to make increased use of the resources.
- Highways and Environment - £77 million: The Council has a statutory duty to maintain the adopted highway, maintained at public expense in a safe condition for the passage of the user. The strategy will see £15.5 million invested in our Highway network over the next 5 years.
- Waste Strategy- £5 million: Powys County Council faces stringent Welsh Government (WG) statutory recycling targets. These are 64% for 2019-20 and 70% for 2024-25. In addition to this there is a target to reduce landfill to 10% by 2019-20 and 5% by 2024-25. This has required a step change in the way all local authorities approach waste and recycling. The continued capital investment in the Waste and Recycling service will ensure that the Council is able to meet the targets whilst obtaining maximum value from the service.

#### We will lead the way in effective, integrated rural health and care:

- Social Care - £3 million: The capital programme focuses on supporting those who wish to remain in their own home rather than residential care and supports the integrated Health and Care Strategy for Powys. The schemes focus on accommodation options and the use of assistive technology, which has a key role to play in the modernisation of health and social care and offers greater choice to our residents and supports independent living

#### We will strengthen learning and skills:

- Schools - £158 million: to provide learning environments that meet the aspirations of the WG's 21st Century Schools programme. Alongside this, capital funding through our major repairs programme will be focussed on where the need is greatest, as identified through the Schools Service's Asset Management Plan.

#### We will develop a vibrant economy:

- Regeneration, Property and Development - £8 million: The Council needs to intervene where the private sector is not able to (for economic reasons) to create or facilitate investment in business units in order to keep and attract business to the County.
- County Farms - £1 million: Effective management of County Farms estate will enable us to continue to provide the opportunities already enjoyed by current tenant farmers and maintain an income stream. The financial demands of the Estate need to be evaluated against the competing demands across the

council whilst noting the estate produces an annual surplus and has made a considerable contribution in capital receipts.

#### Information Technology:

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

3.52 The Capital Programme also identifies £18.2 million over the next ten years of unallocated investment which has been set aside to meet the costs of current pipeline projects and programmes currently being progressed through the Outline Business Case gateway. These include initial estimated funding for the Mid Wales Growth Deal and investment in our Digital Powys Programme.

#### **Draft Treasury Management Strategy**

3.53 A draft Treasury Management Strategy which is included within the attached Appendix F which sets out how the Council will ensure that it has enough funding available to fund its revenue and capital requirements and an appropriate strategy for borrowing and investing for the financial year 2020-21 and details the expected activities of the Treasury function.

3.54 The Treasury Management Strategy and Annual Investment Strategy is recommended to Full Council for approval in February.

#### **Prudential Indicators**

3.55 The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of the local authority are affordable, prudent and sustainable. The statutory Prudential Indicators are shown in full within the Capital and Treasury Management Strategy Appendix F. The tables include the revised estimate for 2019-20, as well as the indicators through to 2028-29.

3.56 The key indicator of affordability is the estimate of the ratio of financing costs to net revenue stream, in section 5.2 of Appendix F. The ratio of financing costs for the council fund is 3.06% in 2020-21 rising to 7.52% in 2028-29. The amount of HRA income required to pay for financing increases is 22.54% in 2020/21 rising to 25.27% in 2028-29.

3.57 The capital financing requirement (CFR) is shown at section 2.2 of the Appendix and is the measure of the authority's underlying need to borrow for a capital purpose. It is the amount of capital expenditure that has not yet been financed by capital receipts, capital grants or contributions from revenue. The CFR is £295 million in 2019-20 and will rise to £354 million by the end of 2028-29, and £95 million increasing to £119 million for HRA debt.



- 3.58 The operational boundary, in section 3.2 and authorised limits for external debt in section 3.3 both reflect the Treasury Management policy and are set at a level to be affordable and prudent.
- 3.59 The authorised limit for 2020-21 will be the statutory limit under Section 3(1) of the Local Government Act 2003. It is recommended that the level for the authorised limit is set at £429 million and the Operational Boundary is set at £399 million.
- 3.60 The Minimum Revenue Provision (MRP) Policy Statement is included at Section 2.3.
- 3.61 MRP is an annual charge that Councils are required to pay for their debt liability in respect of capital expenditure funded by borrowing, for both the general fund and the Housing Revenue Account debt. This capital expenditure is set out as part of the CFR calculation and updated regularly to reflect borrowing need changes and the resultant costs, it is important to ensure that the debt is repaid over a period commensurate with that over which the capital expenditure provides benefit.
- 3.62 MRP Overpayments - A change introduced by the revised Welsh Government MRP Guidance was the allowance that any charges made over the statutory MRP, voluntary revenue provision or overpayments, can, if needed, be reclaimed in later years if deemed necessary or prudent. In order for these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year. Up until the 31st March 2019 the total Voluntary Revenue Payments utilised was £8.4 million, with the expected total overpayments being £19.5 million.

## **Reserves**

- 3.63 The Council's reserves are key to our financial planning; maintaining these at an appropriate level is central to our financial stability. They provide a safeguard against risk, unusual events and future financial pressures.
- 3.64 In assessing the appropriate level of reserves, the Authority will ensure that the reserves are not only adequate, but also necessary and will be appropriate for the risk (both internal and external) to which it is exposed.
- 3.65 The Reserves Policy (Appendix G) establishes a framework within which decisions are made regarding the level of reserves held by the Council and the purposes for which they will be maintained and used.
- 3.66 The use of reserves and the levels at which they are maintained is determined on an annual basis as part of the Council's Budget setting process.
- 3.67 The level of reserves held and their forecast use in 2019-20 is reported monthly to Cabinet as part of the budget monitoring report and Table 5 below reports the opening and projected balance of the reserves at year end. This is based on the position as at 31<sup>st</sup> December 2019.

## **Table 5**

Summary	Opening Balance (1st April 19) Surplus / (Deficit)	Forecast Addition / (Use) of Reserves	Forecast (Over) / Under Spend	Projected Balance (31st March 20) Surplus/ (Deficit)
	£'000	£'000	£'000	£'000
General Fund	9,065	- 87	- 754	8,224
Budget Management Reserve	3,584	-	-	3,584
Specific Reserves	7,909	- 839	184	7,254
Transport & Equipment Funding Reserve	6,493	- 330	-	6,163
Schools Delegated Reserves	78	- 2,646	- 208	- 2,776
School Loans & Other Items	- 371	7	-	- 364
Housing Revenue Account	1,111	2,168	120	3,399
<b>Total</b>	<b>27,869</b>	<b>- 1,727</b>	<b>- 658</b>	<b>25,484</b>

- 3.68 MTFS Principle 6 is to maintain a minimum general reserve provision of 3% of net revenue expenditure over the period of 2020-25. The projected balance as at 31 March 2020 will be 4.2% in line with this principle.
- 3.69 The level of reserves held has been assessed alongside the overall budget proposal. Reserves held in the Transport and Equipment Fund, previously set aside to support the Capital Programme, will continue to be used in 2020-21.
- 3.70 The current and projected financial position of our Schools continues to be a challenge, the additional funding included in the budget plan assists schools in meeting the pressures they face, but it is essential that all Governing Bodies take action to provide a curriculum that can be delivered within the funding provided to them. The school reserves are ring fenced but ultimately represent a potential council risk. It is essential that compliance work continues to be undertaken to ensure that school budgets are managed in accordance with regulations by Governing Bodies.
- 3.71 The use of these reserves will continually be reviewed particularly if alternative funding sources become available. The reserves position will be monitored carefully on a monthly basis as the financial year progresses. Under Section 26 of the 2003 Local Government Act, an appropriate person (S151 Officer) must determine the minimum amount of General Fund Reserve.

### **Impact Assessment**

- 3.72 There are Impact assessments for each of the service cost reduction proposals, attached at Appendix I. An impact Assessment for the whole 2020-21 budget will be presented to Council on the 28<sup>th</sup> February.

## **4. Resource Implications and Section 151 Officer Opinion**

- 4.1 The Local Government Act 2003 requires an authority's Section 151 officer to give a formal opinion as to the robustness of the budget estimates and the level of reserves

held by the Council. This section of the report provides the Section 151 Officer's formal opinion.

- 4.2 Under Section 26 of the 2003 Act it is not considered appropriate for the balance of the Council's General Fund Reserves to be less than the maximum amount determined by an appropriate person, in this case, the Head of Finance and Section 151 Officer.
- 4.3 The draft budget has been produced within the framework of the draft MTFS. The introduction of scenario planning has ensured that the budget is developed in a prudent and flexible way, highlighting the risk faced by the Council as a result of changes in funding and increasing financial pressures, and offering some choice in how our resources are prioritised and the risk mitigated.
- 4.4 The process has been strengthened further with the development of Integrated Business Plans for each service, these plans capture the services' objectives and highlight their roles and responsibilities in supporting the Council's Vision 2025 Corporate Improvement Plan, along with the intended outcomes for service users and / or residents.
- 4.5 The Integrated Business Plans ensure that all elements of delivering the service are considered in a holistic way. Statutory obligations pay and price pressures, income streams, demographic changes and the impact on service demand, new responsibilities and changes in regulation are all thought through. Services assess options for service delivery, workforce and capital requirements, and calculate the budget requirement and the cost reductions that can be achieved whilst assessing the impact and risk associated with them.
- 4.6 The Council's MTFS guides the development of these plans and the 2020-21 implications are set out in the draft budget and draft 2020-2030 capital programme. A process of challenge and review undertaken with each Head of Service and the Executive Management Team provides assurance on the completeness and robustness of the estimates, whilst highlighting the risks associated with its deliverability.
- 4.7 This strategic approach to allocating resources ensures that the budget plan fully considers the delivery of Vision 2025, the transformation programmes we need to deliver and ensures that service improvement and appropriate levels of statutory provision are all included. Revenue and capital budgets are aligned and ensure that our limited resources are prioritised to achieve maximum effectiveness in securing outcomes.
- 4.8 The level of cost reduction required in 2020-21 is again a significant challenge. When this is coupled with the need for improvement and the identification of further potential pressure in some services a prudent approach must continue to be adopted to support financial stability. Against that background, the draft budget includes a risk management allocation and the removal of prior years' unachievable savings from the 2020-21 budget adds resilience and robustness to our budget plan.
- 4.9 A series of documents and policies constitute the budget framework including the Reserve Policy. This has been set in consideration of several key factors such as the strengthened approach to risk management. The level of general reserves is appropriate to deal with unknown risks and is consistent with the levels held by other

councils. Even so, the position going forward will require reserves to be maintained at a prudent level. It is evident that, given future pressure and the need to deliver savings, the levels proposed in the budget and MTFS should not be reduced.

- 4.10 The current and projected financial position of our Schools continues to be a challenge. The additional funding included in the budget plan assists schools in meeting the inescapable pressures they face, but it is essential that all Governing Bodies take action to provide a curriculum that can be delivered within the funding provided to them. The school reserves are ring fenced but, ultimately, represent a potential council risk. It is essential that compliance work is undertaken to ensure that school budgets are managed in accordance with regulations by Governing Bodies.
- 4.11 The Council has well established budget monitoring and internal control arrangements and these act as an effective early warning system in identifying potential problems and for managing potential areas of risk. This ongoing regular review highlights problems and risks early so that corrective action can be put in place and this is supported by a clear virement process which provides some flexibility to adapt expenditure patterns to meet changing needs and objectives.
- 4.12 The Local Government Revenue Settlement for 2020-21 provides Powys with an increased level of funding not seen in over a decade. But there is no indication that this level of funding will continue beyond one year, the level of uncertainty at a UK level remains.
- 4.13 The Council's budget continues to be set within this uncertainty. We continue to face significant pressures to manage the increasing demand for services whilst driving improvement across Social Care and Education. The proposed increase in council tax will help mitigate the position but the Council must seek other opportunities to identify alternative sources of funding.
- 4.14 Taking all the above into account, the Section 151 Officer concludes the estimates used in the budget proposal for 2020-21 are adequately robust but significant risk remains. Based on the assessment of reserves the overall level is adequate but remains at the lower end of acceptability given the scale of savings required over the medium term.

## **5. Legal Implications**

- 5.1 The Solicitor to the Council (Monitoring Officer) has commented as follows:
- 5.2 The Report has been prepared in accordance with the requirements of the Local Government Act 2003 and the Local Government Finance Act 1992. In accordance with Section 25 of the 2003 Act, the Council must have regard to the advice of the Head of Finance (Section 151 Officer), as the Chief Finance Officer, regarding the robustness of the budget estimates and the adequacy of the financial reserves. This advice must be taken into account when considering the proposals in the Report and the recommendations from the Cabinet regarding the budget and the Council tax rate. In accordance with the Functions and Responsibility Regulations, agreeing the budget and setting the Council Tax rate under the 1992 Act is a matter for full Council. In accordance with Section 30 of the 1992 Act, the Council is required to set the Council tax for the next financial year on or before 11th March.

## 6. Members' Interests

- 6.1 The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest, they should declare it at the start of the meeting and complete the relevant notification form.

<b>Recommendation:</b>	<b>Reason for Recommendation:</b>
<p><b>That Cabinet approves in draft the:</b></p> <p><b>1. MTFS for 2020-2025 as set out in Appendix A to the report be agreed in principle.</b></p>	<b>To aid business planning and development of the budget over a three-year period</b>
<p><b>2. Draft Revenue Budget for 2020-2021 with the inclusion of a 5% increase in Council Tax shown in the Financial Resource Model in Appendix B and Table 2 of this report.</b></p>	<b>Statutory Requirement</b>
<p><b>3. Fees and Charges Register in Appendices D and E.</b></p>	<b>To comply with Powys County Council Income Policy</b>
<p><b>4. Capital Strategy and Capital Programme for 2020-30 shown in Appendix F.</b></p>	<b>Statutory Requirement</b>
<p><b>5. Minimum Revenue Provision Statement as set out on Appendix F.</b></p>	<b>Statutory Requirement</b>
<p><b>6. Treasury Management Strategy and the Annual Investment Strategy in Appendix F.</b></p>	<b>Statutory Requirement</b>
<p><b>7. Authorised borrowing limit for 2020-21 as required under section 3(1) of the Local Government Act 2003 at £429 million as set out in section 3.58 of this report.</b></p>	<b>Statutory Requirement</b>
<p><b>8. Prudential Indicators for 2020-21 as set out in section 3.54 to 3.61 of the report and Appendix F.</b></p>	<b>Statutory Requirement</b>

<b>Relevant Policy (ies):</b>	
<b>Within Policy:</b>	<b>Y</b>
<b>Within Budget:</b>	<b>Y</b>

<b>Relevant Local Member(s):</b>	
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<b>Person(s) To Implement Decision:</b>	<b>Chief Executive</b>
<b>Date by When Decision to Be Implemented:</b>	<b>1<sup>st</sup> April 2020</b>

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

### **Background Papers used to prepare Report:**

Welsh Government Provisional Settlement  
 WLGA Briefing Welsh Government Draft Budget and Provisional LGF Settlement 2020-21  
 Office for Budget Responsibility Economic and Fiscal Outlook March 2019  
 Analysis of the Welsh Government Draft Budget 2020-21: Wales Fiscal Analysis “Austerity is over – for now” December 2019

### **List of Documents**

Appendix A Medium Term Financial Strategy  
 Appendix B Financial Resource Model  
 Appendix C Cost Reductions Proposals  
 Appendix D Income Guidance Note  
 Appendix E Fees and Charges Register  
 Appendix F Capital & Treasury Management Strategy  
 Appendix G Reserves Policy  
 Appendix H Budget Consultation Report  
 Appendix I Impact Assessments

## Health

Reference	Proposal Title	Service	Brief Description	2020/21 Reduction £K
AS01	TEC	Adult Services	To deploy (TEC) Technology Enabled Care in order to cost avoid £500k to adult social services in 2020/21. TEC includes lifelines emergency phones/alarms and sensors which support people to live independently in their own homes. These systems enable people to live at home for longer and for next of kin / informal carers to be assured of the individual's wellbeing.	45
AS02	Direct Payment	Adult Services	Identifying the level of domiciliary care packages (average of 14 hours/week) is critical to finding efficiencies and the use of Direct Payments a solution if linked to the new strength based approach in Social Work practice. Current figures show that Direct Payments already generate efficiencies of £472 pp/pm (so far in 2018/19 £132,500 in year).	200
AS03	Where people live	Adult Services	'Where People Live' – This is an approach to support people to live within their own community, or as close to their community as possible. This means a reduction in the number of people who live in care homes and specialist homes outside of Powys and to support people to return to their home community. This to include the shared lives service, repatriating out of county placements, canary systems (Technology Enabled Care) to identify where it is possible replace through the night care etc'	250
AS05	Double to Single handed care	Adult Services	A "Dragons Den" bid was submitted to employ two full time occupational therapists to work specifically with teams in adult social care and commissioning to review and right sight size new and existing care packages. There is well established evidence that such investment would deliver significant returns in terms of both cost reductions, and cost avoidance, as well as releasing care capacity and achieving better outcomes for service users.	400
AS07	Funding Body Review	Adult Services	In line with Vision 2025, we are committed to developing pooled budgets and joint commissioning arrangements to ensure those in need of care receive a seamless service. This will include resolution of ordinary residence challenges and to work with health boards to support accessing correct funding for care.	1,734
AS08	Strengths based reviews	Adult Services	We propose to undertake strengths-based reviews. We believe this will in turn allow us to release domiciliary care capacity to ensure that this resource is targeted more effectively.	335
AS09	Recommissioning/Decommissioning	Adult Services	We will continue to work in partnership with all service providers to review the way services are delivered in Powys to ensure that such services are accessible, of the right quality and at an affordable cost for all people who need to arrange their support. Alongside this, and to generate further efficiencies we will continue to promote reablement and recovery throughout all services to ensure that resulting support packages are appropriate to a people's needs.	879
AS10	Staffing	Adult Services	We will ensure that new innovative staffing models will be based on "multi-skilled and generic roles ensuring a shift to prevention and early intervention."	227
CH01	Shared Costs with PTHB for Placements for Children who are Looked After	Childrens Services	To ensure that the placement costs for children who are looked after are shared by PTHB wherever possible	380
CH02	Placements for Children who are Looked After	Childrens Services	To bring 5 children out of residential placements and into fostering placements either in-house or with Independent Fostering Agencies, which meet their needs and wherever possible, are closer to their homes and communities. To bring 5 children from Independent Fostering placements into in-house fostering placements which meet their needs and wherever possible, are closer to their homes and communities.	575
CH03	Changes in service provision - effect of pump priming	Childrens Services	various proposals	1,266
Total				6,291

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol



## **Briefing Paper to accompany the Fees and Charges Register**

### **1 Summary**

The purpose of this report is to consider and approve the changes to charges detailed within the Council's fees and charges register. The fees and charges register will be maintained and updated for submission as part of the budget setting process on an annual basis, with the new fees agreed as a whole rather than on an individual basis.

The fees and charges register, contains details of all items for which a charge is made. It is important that these fees are reviewed at least annually as part of the budget setting process and reviewed during the year, in line with the Councils income policy. This will ensure existing targets are being met and to explore any further income potential to maximise the Councils resources.

Improving income management and service cost recovery has a key role to play in enabling the Council to achieve its financial and wider strategic objectives.

The fees and charges register has been reviewed by each Service area, and appropriate uplifts proposed. A general increase of between 2% and 3% has been applied where no alternative basis is available.

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

#### **2.1 The following removal of a charge should be noted:**

**Catering** – The supply of meals to Clifford School ceased in the summer of 2019.

#### **2.2 The following areas have significant increases:**

**Other Licences (Animals & Miscellaneous)** - The fees have been calculated using All Wales toolkit to ensure that the council recovers the full cost of administering each licence. In this case there have been increases in fees for all licenses in this category.

#### **2.3 The following fees and charges are proposed to reduce:**

**Other Licences, Miscellaneous** – The fees have been calculated using All Wales toolkit to ensure that the council's fees cover the full cost of administering each licence. This has seen a decrease for the fees charged for Variation of licence conditions (visit) and Depositing site rules.

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

**SUMMARY OF FEES AND CHARGES INCREASES/DECREASES BY SERVICE AREA**

Service Area	Service Charge Category	2020-21 Inflationary Increase/Decrease %	Comments
<b>PROPERTY, PLANNING AND PUBLIC PROTECTION</b>	<b>Other Licences:</b>		
	Gambling	0%	Set by Statute
	Animals	2% to 268%	The fees have been calculated using All Wales Toolkit to ensure that the council recovers the full cost of administering each licence
	Taxi	0% to 7%	
	Petroleum	0%	Set by Health & Safety Executive
	Explosives	0%	Set by Health & Safety Executive
	Miscellaneous	-19% to 49%	The fees have been calculated using All Wales toolkit to ensure that the council recovers the full cost of administering each licence
	<b>Water Sampling</b>	0%	Set by Statute
	<b>Weights and Measures</b>	2.4%	Increased inline with CPI
	<b>Food and H&amp;S</b>	0% - 3%	Service Strategy
	<b>Licensed Premises</b>	0%	Set by Statute
	<b>Building Control</b>	2%	Service Strategy
	<b>Planning</b>	0%	Set by Welsh Government
	<b>Burial fees</b>	0%	Service strategy to leave fees as they are
<b>Dog &amp; Pest Control</b>	0%	Service strategy to leave fees as they are	
<b>HOUSING AND COMMUNITY DEVELOPMENT</b>	<b>Catering</b>	0%	Increase of £0.15 was introduced from April 2019. There is no plan to increase this in 2020.
	<b>Cleaning</b>	TBA	
	<b>Libraries</b>	0%	Service strategy to leave fees as they are
	<b>Museums</b>	0%	Service strategy to leave fees as they are
	<b>Archives</b>	0%	Service strategy to leave fees as they are
	<b>Private Sector Housing</b>	0%	Based on Welsh Government guidelines, maximum charge already implemented
<b>FINANCE</b>	<b>Council Tax and NDR - Summons and Liability Order</b>	0%	Legislation in Wales states that the maximum fee is £70.00 (Any combination)
<b>HIGHWAYS, TRANSPORT AND RECYCLING</b>	<b>Car Parks</b>	0%	Increase was implemented in 2019, no increase for 2020/21
	<b>Waste Collection</b>	0% to 25%	Service strategy to increase fees where possible. Trade prices have been omitted for 2020-21 due to an agreement to allow flexible pricing to enable the service to remain competitive and also so that competitors cannot access Powys prices in respect of trade waste
	<b>Licenses, authorisations, permissions, agreements, approvals and notices (LAPAAN)</b>	3%	Service strategy to increase fees by 3%
<b>LEGAL SERVICES</b>	<b>Registrations</b>	0% to 2%	Some fees are set by Statute, other fees have increased based on CPI
	<b>Land Charges</b>	0%	Service strategy to leave fees as they are
<b>SCHOOLS</b>	<b>Schools</b>	0% to 6%	Home to school transport pre and post 16 has been increased by 6% and 5% which equates to a £10 increase per term
<b>SOCIAL CARE</b>	<b>Social Care</b>	0%	Part of service strategy and Welsh Government guidelines
<b>DIGITAL SERVICES</b>	<b>Careline</b>	2%	Inflationary increase based on CPI of 2.4%

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol

APPENDIX A - CAPITAL PROGRAMME 2020/21 to 2029/30

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Education</b>												
Major Improvements	3,284	2,908	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	15,193
Crickhowell High School Extension	447	434	0	0	0	0	0	0	0	0	0	881
Crickhowell High School Sports	65	51	0	0	0	0	0	0	0	0	0	117
Child Care	858	2,859	0	0	0	0	0	0	0	0	0	3,717
	4,655	6,253	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	19,907
<b>Band A</b>												
Brecon High School	6,775	0	0	0	0	0	0	0	0	0	0	6,775
Gwernyfed Catchment Primary	151	0	0	0	0	0	0	0	0	0	0	151
Carno, Glantwymyn Federation	1,083	0	0	0	0	0	0	0	0	0	0	1,083
Welshpool CinW School	755	5,135	0	0	0	0	0	0	0	0	0	5,890
Gwernyfed High School	270	5,700	1,000	0	0	0	0	0	0	0	0	6,970
Ysgol Calon Cymru	151	2,409	3,372	0	0	0	0	0	0	0	0	5,932
	9,185	13,244	4,372	0	0	0	0	0	0	0	0	26,801
<b>Band B</b>												
Ysgol Bro Hyddgen	250	14,114	8,077	0	0	0	0	0	0	0	0	22,442
Ysgol Brynllwarch	200	800	2,000	4,753	900	0	0	0	0	0	0	8,653
Newtown Development												
• Cedewain	100	7,900	8,136	0	0	0	0	0	0	0	0	16,136
• New WM High School	0	0	8,150	16,000	7,941	0	0	0	0	0	0	32,091
• EM Primary School (North	250	1,500	7,212	0	0	0	0	0	0	0	0	8,962
Welshpool HS Refurbishment	1,564	0	0	0	0	0	0	0	0	0	0	1,564
Ysgol Gymraeg y Trallwng	441	0	3,500	2,268	0	0	0	0	0	0	0	6,209

Tudalen 27

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Refurbishment - School A	0	0	1,948	1,674	1,449	0	0	0	0	0	0	5,071
Refurbishment - School B	0	0	0	0	873	4,946	0	0	0	0	0	5,819
Refurbishment - School C	0	0	0	0	0	873	4,302	0	0	0	0	5,175
	2,805	24,314	39,023	24,695	11,163	5,819	4,302	0	0	0	0	112,122
	16,645	43,811	44,396	25,695	12,163	6,819	5,302	1,000	1,000	1,000	1,000	158,831

### **Highways, Transport and Recycling**

Highways Core Allocation	0	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000
Structural Maintenance	1,586	1,500	1,500	1,500	1,500	0	0	0	0	0	0	7,586
HAMP	0	575	0	0	0	0	0	0	0	0	0	575
Public Highway Refurbishment Grant	1,575	1,576	0	0	0	0	0	0	0	0	0	3,150
Callerddig Works for Network Rail	72	0	0	0	0	0	0	0	0	0	0	72
Electric Charge Points (Integrated)	140	60	0	0	0	0	0	0	0	0	0	200
Other Integrated Transport	469	0	0	0	0	0	0	0	0	0	0	469
Street Lighting	100	250	250	250	250	0	0	0	0	0	0	1,100
Major Remedial Earthworks	312	0	0	0	0	0	0	0	0	0	0	312
Structural Drainage	263	0	0	0	0	0	0	0	0	0	0	263
Highways Strengthening	3,149	0	0	0	0	0	0	0	0	0	0	3,149
Structural Repairs - Footways	194	0	0	0	0	0	0	0	0	0	0	194
Bridge Renewal/Strengthening	1,210	500	500	500	500	0	0	0	0	0	0	3,210
Surface Dressing	225	0	0	0	0	0	0	0	0	0	0	225
Residential Estates	100	0	0	0	0	0	0	0	0	0	0	100
Road Safety and Small Schemes	58	0	0	0	0	0	0	0	0	0	0	58
Flood Alleviation	911	0	0	0	0	0	0	0	0	0	0	911
Depot Storage Bays	90	0	0	0	0	0	0	0	0	0	0	90
Strategic Salt Reserve	834	0	800	0	0	0	0	0	0	0	0	1,634

Tudalen 28







		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b><u>Economic Development</u></b>													
	Community Halls	61	0	0	0	0	0	0	0	0	0	0	61
	Targeted Regeneration Investment	0	700	0	0	0	0	0	0	0	0	0	700
	Town Centre Property Investment	300	1,200	0	0	0	0	0	0	0	0	0	1,500
	Riverside Enterprise Park (TRI	336	614	0	0	0	0	0	0	0	0	0	950
	Autopalace R and D Centre (TRIP)	16	0	0	0	0	0	0	0	0	0	0	16
	Community Regeneration Fund	71	0	0	0	0	0	0	0	0	0	0	71
	Economic Stimulus	0	665	0	0	0	0	0	0	0	0	0	665
	Food Poverty	13	0	0	0	0	0	0	0	0	0	0	13
	Section 106 Project	34	0	0	0	0	0	0	0	0	0	0	34
	Mid Wales Growth Deal	0	0	0	0	0	0	0	0	0	0	0	0
		831	3,179	0	0	0	0	0	0	0	0	0	4,010
<b><u>Information Services</u></b>													
	Refresh Programme	240	150	434	250	370	350	350	350	350	350	350	3,544
	Cloud Services	42	250	215	0	0	0	0	0	0	0	0	507
	ICT Enterprise Monitoring	100	0	0	0	0	0	0	0	0	0	0	100
	ICT Infrastructure and Cyber Security	213	171	0	0	0	0	0	0	0	0	0	384
	Sharepoint	33	67	0	0	0	0	0	0	0	0	0	100
	ICT System Rationalisation	160	361	0	0	0	0	0	0	0	0	0	521
	Hwb In School Infrastructure Grant	360	0	0	0	0	0	0	0	0	0	0	360
	Finance System	83	0	0	0	0	0	0	0	0	0	0	83
		1,231	1,000	649	250	370	350	350	350	350	350	350	5,600

Tudalen 31

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Children Services</b>												
Flying Start - Open Door, Welshpool	0	292	0	0	0	0	0	0	0	0	0	292
Flying Start - Brecon	820	0	0	0	0	0	0	0	0	0	0	820
Golwyg y Bannau Refurbishment	99	0	0	0	0	0	0	0	0	0	0	99
	919	292	0	0	0	0	0	0	0	0	0	1,211
<b>Adult Services</b>												
PCC Care Homes (Shaw Healthcare) -	90	100	100	100	110	0	0	0	0	0	0	500
Community Equipment e.g. profile	126	100	100	0	0	0	0	0	0	0	0	326
Telecare	100	0	0	0	0	0	0	0	0	0	0	100
Innovative use of robotics e.g.	0	200	200	0	0	0	0	0	0	0	0	400
Castell y Dail	334	0	0	0	0	0	0	0	0	0	0	334
The Rhyd	78	0	0	0	0	0	0	0	0	0	0	78
SMAF Old Bank Welshpool	366	0	0	0	0	0	0	0	0	0	0	366
Arlais/Lant Avenue ODC	176	0	0	0	0	0	0	0	0	0	0	176
Mobile Working and Transformation	100	0	0	0	0	0	0	0	0	0	0	100
Powys ASC Smart Technology	45	0	0	0	0	0	0	0	0	0	0	45
Dom Care System	14	0	0	0	0	0	0	0	0	0	0	14
	1,430	400	400	100	110	0	0	0	0	0	0	2,440
<b>Legal Services</b>												
Congress System	22	0	0	0	0	0	0	0	0	0	0	22
Local (small) Capital Schemes	0	500	500	500	500	500	500	500	500	500	500	5,000
Capitalisation Direction	3,640	2,000	2,000	0	0	0	0	0	0	0	0	7,640
Unallocated Resources	487	0	0	0	865	2,815	2,815	2,815	2,815	2,815	2,815	18,242
<b>Total</b>	<b>54,602</b>	<b>81,315</b>	<b>65,098</b>	<b>33,543</b>	<b>21,139</b>	<b>18,949</b>	<b>15,940</b>	<b>10,579</b>	<b>12,877</b>	<b>10,182</b>	<b>10,642</b>	<b>334,866</b>

Tudalen 32

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
<b>Financed By:</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Prudential Borrowing	19,325	30,015	23,827	7,638	4,404	2,037	1,506	0	0	0	0	88,753
General Capital Grant	4,327	4,560	2,782	2,782	2,782	2,782	2,782	2,782	2,782	2,782	2,782	33,925
Grants	14,466	31,220	27,302	17,056	7,571	3,782	2,796	0	0	0	0	104,194
Capital Receipts	4,082	2,956	2,248	248	248	248	248	248	248	248	248	11,271
Revenue/Reserves	2,520	5,917	3,114	1,271	1,585	5,552	4,060	3,001	5,299	2,604	3,064	37,987
<b>Total</b>	<b>54,602</b>	<b>81,315</b>	<b>65,098</b>	<b>33,543</b>	<b>21,139</b>	<b>18,949</b>	<b>15,940</b>	<b>10,579</b>	<b>12,877</b>	<b>10,182</b>	<b>10,642</b>	<b>334,866</b>
<b>Housing Revenue Account</b>												
WHQS	12,173	12,489	8,368	10,661	5,295	5,336	4,975	7,140	5,380	13,041	12,270	97,128
New Builds/Purchases	4,859	17,726	29,536	11,672	362	377	385	392	400	408	416	66,534
Fit For Life	1,991	2,725	2,218	2,444	2,295	2,193	557	570	0	0	0	14,993
Adaptions	464	250	256	261	267	273	279	285	291	298	250	3,173
Energy Efficiency	0	250	332	339	347	355	362	285	291	298	0	2,859
Estate Improvements	525	250	434	606	406	415	368	199	209	208	0	3,620
Compliance One Hundred	0	390	460	470	491	447	457	239	175	179	0	3,308
Water Supply and Sewage Works	0	50	51	52	160	109	111	114	116	119	0	883
Damp Prevention Strategy	743	100	153	209	213	191	167	171	175	179	0	2,301
Ystradgynlais Regeneration	0	300	715	731	320	0	0	0	0	0	0	2,067
Rapid Response Fund	0	100	102	104	107	109	111	114	116	119	0	983
Community Alarms	0	600	0	0	0	0	0	0	0	0	0	600
Mobile Solution	60	0	0	0	0	0	0	0	0	0	0	60
Vehicles	60	0	0	0	0	0	0	0	0	0	0	60
<b>Total</b>	<b>20,876</b>	<b>35,230</b>	<b>42,626</b>	<b>27,550</b>	<b>10,263</b>	<b>9,804</b>	<b>7,773</b>	<b>9,509</b>	<b>7,153</b>	<b>14,848</b>	<b>12,936</b>	<b>198,569</b>
<b>Financed By:</b>												
Prudential Borrowing	13,798	15,736	17,357	7,008	2,657	2,570	942	1,104	1,440	2,777	2,085	67,473
Grant	3,895	12,878	18,597	11,207	3,680	3,680	3,680	3,680	3,680	3,680	3,680	72,337
Capital Receipts	0	0	0	170	0	0	0	0	0	0	0	170
Revenue/Reserves	3,183	6,616	6,672	9,166	3,926	3,554	3,151	4,725	2,033	8,391	7,171	58,588

<b>Total</b>	<b>20,876</b>	<b>35,230</b>	<b>42,626</b>	<b>27,550</b>	<b>10,263</b>	<b>9,804</b>	<b>7,773</b>	<b>9,509</b>	<b>7,153</b>	<b>14,848</b>	<b>12,936</b>	<b>198,569</b>
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Tudalen 34

## New Capital Bids – being assessed as part of the new governance regime

Service	Requestor	Project	Revenue Savings	Vision 2025	Health and Safety	Statutory Requirement	Comments	2020-21	2021-22	2022/23
Housing and Community Development	Kay Thomas	Co-location of Rhayader Library and Rhayader Leisure Centre	Yes	Yes	No	No	Fits the current model of shared location - part of the savings plan - release building costs saves £19k pa, and could sell the building - captial receipt, helps sustain Freedom footfall	78,625		
	Jenny Ashton	Additional funding for Leisure Centre Re-furbishment Programme	No but financial penalties	Yes	No	No	Review capital strategy for leisure - landlord responsibility what obligations do Freedom have? - and if we want to maintain leisure facilities we should have a programme over 5 years. Fits our strategies and vision. Already taken £190k saving from day to day repairs budget - so this is another way to mainatin the centres and reduce maintenance liability but in a planned and prioritised way. Will we maintain all centres over the medium to longer term?	995,000		
	Jenny Ashton	Replacement of Outdoor Pitches at Leisure Centres	No but financial penalties	Yes	Yes	No	Freedom obligation - if no pitches possible contract breach and could incur penalties. S106 not available to contribute. Could push service to seek some external grant to contribute. Will we maintain all the facilities over the medium and longer term?	595,000	950,000	265,000
	Sian Barnes	Promenade Boathouse Brecon	No	No	Yes	No	We could do minimal circa <b>£22k</b> - to maintain income of £6k pa from leaseholder. Could be an area for a rethink about the whole site	22,000		
	Sian Barnes	Rights of Way Bridges	No	Yes	Yes	Yes	Should be part of a long term annual obligation - we keep seeing regular bids - but would be good to have a long term 10 year strategy and a full look at all the assets we have to maintain.	90,000	120,000	
		Mid Wales Growth Deal - PCC element	No	Yes	No	No	Based on £165m split into thirds PCC over 15 years with a two year lead in time One third private two thirds LA's 40% PCC straight line			733,333
		Mid Wales Growth Deal - Central Govt	No	Yes	No	No	Based on £165m split into thirds UK government straight line over 15 years, 40% PCC with gateways	funding not yet needed		1,466,667
	Mid Wales Growth Deal - Welsh Government	No	Yes	No	No	Based on £165m split into thirds Welsh Government straight line over 15 years 40% PCC			1,466,667	
Tudor Property, Planning and Public Protection	Gareth Richards	Corporate Property Improvements 1) Replacement of air handling system to the Chamber, Committee Room A and Committee Room B.	Yes	No	No	No	Bids prioritised and provided more detail, cannot quantify savings from the air con - but does suggest it will cost less to run the ceiling panels and installation of LED lighting and associated ceiling tiles for Corridor areas. Total cost £115,000. 121 lights will be replaced as part of the works. It has been calculated that <b>an annual saving of £2,242</b> will be saved in energy as part of the transfer to LED. In addition the financial savings there will be an environmental saving of 4.4 tonnes of CO2.	135,000		
	Gareth Richards	Corporate Property Improvements 3) Installation of LED lighting and associated ceiling tiles for Corridor areas.	Yes	No	Yes	No	Watts per light Annual Consumption per light Total Electric kwh Control Savings Total Cost Current 0.072 224.64 27181.44 27181.44 £3,261.77 LED 0.025 78 9438 8494.2 £1,019.30 Saving £2,242.47	115,000		
	Hugo Van-Rees	Removal of asbestos and re-cladding buildings	No	No	Yes	No	Need to clarify if part of 5 year plan, not sufficient in current revenue budget, must ensure we don't do work to properties we might sell depending on how our vision changes - Develop a stronger plan for the next few years . This is cost to minimise the risk of lost income in part	429,200		
	Hugo Van-Rees	Re-roofing and demolition/replacement of buildings	No	No	Yes	No		96,740		
Childrens Services	Anne-Marie Davies	Care Home - Children's Residential	Yes	Yes	No	No	ICF bid made for £500k, but this may fund an additional home (we could refine in the OBC stage). It does link to some savings targets -and we are working up revenue implications - which will go into cabinet report and the OBC	650,000		
	Anne-Marie Davies	Care Home - Children's Residential Short-Breaks Integrated Disability	Yes	Yes	No	No	No external funding, need is evidenced in the north, may deliver cost avoidance rather than savings as will help out those families at risk of breaking down . Cabinet paper about the need and change to delivery model produced for Cabinet in January	650,000		
	Joanna Harris	ICF Childrens Home	Yes	Yes	No	No	New business case sent through - Kathern Brooks provided cabinet report on the vision for approval in January. WG capital bid for £500k and revenue costs of £2m application submitted already	500,000		
Customers and Communication	Ellen Sullivan	Cyber Security	No	No	No	PSN Accreditation	Ellen completed a revised projection that brings year 1 from 74k to 24k and £100k to £50k for the following 3 years - she explains the risk in a revised doc (sent on email) which is a greater threat of cyber attack etc - so should we move back to the full levels of £74k, £100k, £100k	24,000	50,000	50,000
	Ellen Sullivan	System Rationalisation/Modernisation	Yes	Yes	No	No	Not needed next year - but keep on radar so we can see the success of the current regime and understand where they make savings		350,000	350,000
	James Griffiths	Schools HWB	No	Yes	No	No	no cost to PCC until 2024/25 when £2.5m as part of need to start to filter in £5m	1,440,000	720,000	480,000
	Diane Reynolds	Digital Powys	Yes	Yes	No	No	OBC, new business case has better clarity - good governance before money is released so we know whats being done and the benefits and ensuring no-one else capturing the same	700,001	1,129,798	644,000
<b>Total</b>								<b>6,520,566</b>	<b>3,319,798</b>	<b>1,789,000</b>

Mae'r dudalen hon wedi'i gadael yn wag yn fwriadol



Powys County Council

## Budget Simulator Public Consultation 2019-20

### Communications and Overview of Findings

Jane Thomas  
11-18-2019

**Contents**

	PAGE
Background and Purpose of report	2
Communications	2
Budget Simulator Findings	4
Demographics	5



### **1. Background:**

Over the past few years the council has sought to engage residents in the decision making process around setting its budget. The views of residents have been sought through surveys, workshops, a citizen panel and a previous budget simulator exercise in 2015/16.

The latest budget simulator exercise has been undertaken as part of the consultation process to support the 2020/2021 budget process which requires cost reductions of £13m to achieve a balanced budget.

### **2. Purpose of report:**

The purpose of this report is to bring together the findings from the consultation to allow the Council decision makers to view the findings and ensure they are considered as part of the final budget decision making process. The appendices provide all the public comments made through the simulator exercise, in terms of their overall views and more specifically, each service area that offered cost reductions. The comments are provided in full for transparency and it is hoped that salient points can be gleaned from the detailed list and used where needed to support impact assessments and other narratives.

### **3. Communications**

The Communications team set out the communications for the budget consultation approach as a three phased plan:

Phase I - Information Giving. Promote the new animations available on the website around council tax and how the council receives its money. (May/June)

*Over 900 visits to the website have been made through this period*

Phase II - Pre-engagement. Correspondence from the leader to councillors, employees and town and community councils to explain the budgetary position and to promote the forthcoming exercise and to seek initial qualitative feedback via a set template. Also engaged with disability and carers groups, primary and secondary Heads presented with key facts and asked about pupil engagement re- (July/August)

- *Handful of responses received from TCCs and Cllrs*
- *Feedback from meeting of town clerks held by Ness Young to seek to improve relations/understanding between parties*
- *Feedback from two sessions run with PDSL and LD & Carers groups to explain budget position and get their input as more vulnerable groups*
- *Follow up session booked to help PDSL members to complete the exercise*
- *Lack of response from schools*

Phase III – Feedback on Phase II (September)

Phase III – Launch budget simulator, promote via mix of methods (social media, media, direct comms, posters, PAVO etc, staff intranet, all cllrs, TCCs etc and invite feedback on the service reductions listed in the simulator by Sunday 3 November. (October/November)

*580 responses received – 574 English 6 Welsh of which 482 provided demographic data and 298 responded with comments, we know that at least double that figure clicked on to the simulator but didn't complete the exercise.*

**Phase V – Analysis (November/December)**

*Draft report and presentation now available*

**Phase VI – Due regard.** Consideration of feedback ahead of finalising and setting the budget and council tax levels. (December/January)

The engagement process through the Simulator Consultation is summarised in the table below:

Actions	Outcomes
Press releases issued at start /mid-point of exercise.	Some good coverage overall – Front-page County Times
All staff emails, intranet article and reminders	Good engagement and response by our employees
Posters and flyers distributed to all libraries, given to staff to put up or hand out in their local community. Example: officer handed out flyers at Aldi on a Sat am.	Number of flyers given out and posters visible in certain communities but no countywide staff distribution network exists
Posters and flyers dropped off in advance of countywide community connectors meeting at PAVO	Unsure how and if connectors distributed, talked to people about the exercise - tbc
Social media posts and gifs produced and promoted	Lots of comments and engagement received via clicks to exercise
All PCC social media account holders asked to share the exercise via their pages – tenants, YIS etc.	Some evidence of some sharing/liking the posts
Links with other existing channels – Tenant 100 panel	Tenants emailed and invited to take part.
Key partner asked to invite their employees to take part	PTHB circulated to all staff.
Schools emailed following secondary school heads meeting to remind them re- pupil involvement opportunities during Local Democracy week, PSE lessons	Little indication that any of school worked to encourage their pupils to do the exercise in school time. See demographics.
TCC reminder emails issued	Little evidence of TCCs sharing with their communities etc.
ClIr reminder emails issued	Some liked or shared link from our site via their own social media accounts.
Drop in session held in Ystradgynlais and Brecon library to support non IT residents (others cancelled due to purdah) Prior to organised session officer handed out flyers and put posters up in Tesco, Welfare Hall & Volunteer Centre in Ystradgynlais, Morrison's in Brecon.	Good for promoting exercise, handing out flyers, talking to those using the library, but no one turned up for specific help to access the exercise re- IT literacy issues/disability See demographics.

#### 4. Budget Simulator Findings

The budget simulator findings are shown below, and show the mean values of all respondents and the budget adjustment acceptable to achieve a balanced budget: Schools have the lowest reduction of just 0.55%, whilst central support had a much larger figure of 5.83%. The public suggested that council tax could be increased above the 5% set as the base, mean averages from the 580 respondents suggest a 6% increase would be palatable. Note: majority of respondents were in higher council tax bands. Only 45 respondents were in C Tax Bands A-, A or B.

<b>Highways Transport and Recycling</b>	
Waste and Recycling Services	-2.84%
Highways, Grounds Maintenance and Streetscene	-2.27%
Transport	-3.30%
<b>Adult Social Care</b>	
Support for service users in their own home	-2.38%
Residential Placements	-3.40%
<b>Children's Services</b>	
Keeping children in Powys safe	-2.66%
<b>Education</b>	
Central schools support and school improvement	-5.35%
Youth Services	-4.81%
Additional Learning Needs and Inclusion	-3.78%
<b>Schools</b>	
Schools	-0.55%
<b>Culture and Recreation</b>	
Catering and cleaning services	-5.41%
Library and cultural services	-5.03%
Countryside services	-5.12%
Economic Development and Regeneration	-5.46%
<b>Regulatory and Property Services</b>	
Planning Services	-4.72%
Property Services	-4.98%
<b>Central Support Services</b>	
Central Support Services	-5.83%

The budget simulator comments, and suggested budget reductions will form part of the budget setting process, and be evidenced through the final decisions made on the budget reductions. The findings should also be reflected on the Impact Assessments where relevant.

### 5. Demographics

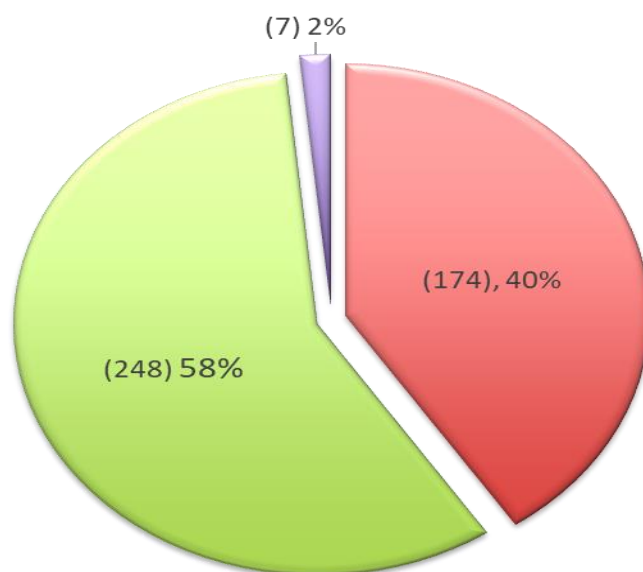
The following tables and charts present the demographic information gathered from those who completed this section in the budget simulator.

#### Gender

436 out of a possible 580 respondents gave their gender. Of these, more women appear to have responded to the exercise than men.

Comparison: Population of Powys 2018 = 132,447  
 Female = 66,856 (50%)  
 Male = 65,591 (50%)

Source: ONS Mid year estimates.

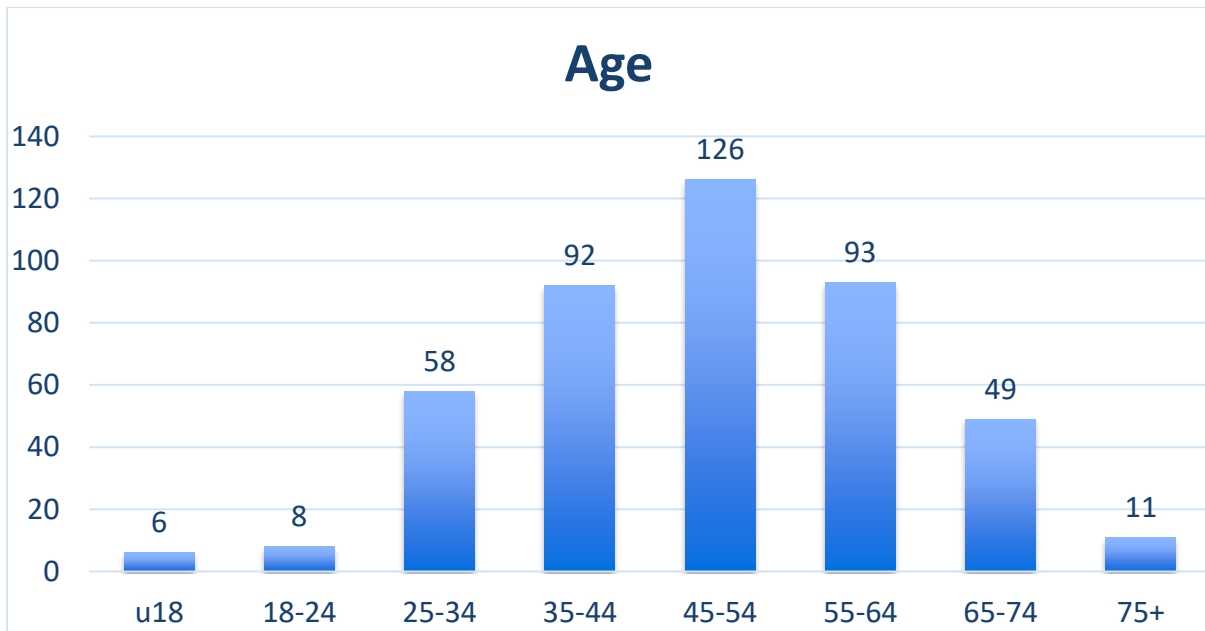


**Gender**    ■ Male    ■ Female    ■ Other - Gender fluid

#### Age

443 out of a possible 580 respondents gave their age details. The views of people under 24 years of age and those over 75 are less represented.

u18	18-24	25-34	35-44	45-54	55-64	65-74	75+
6	8	58	92	126	93	49	11

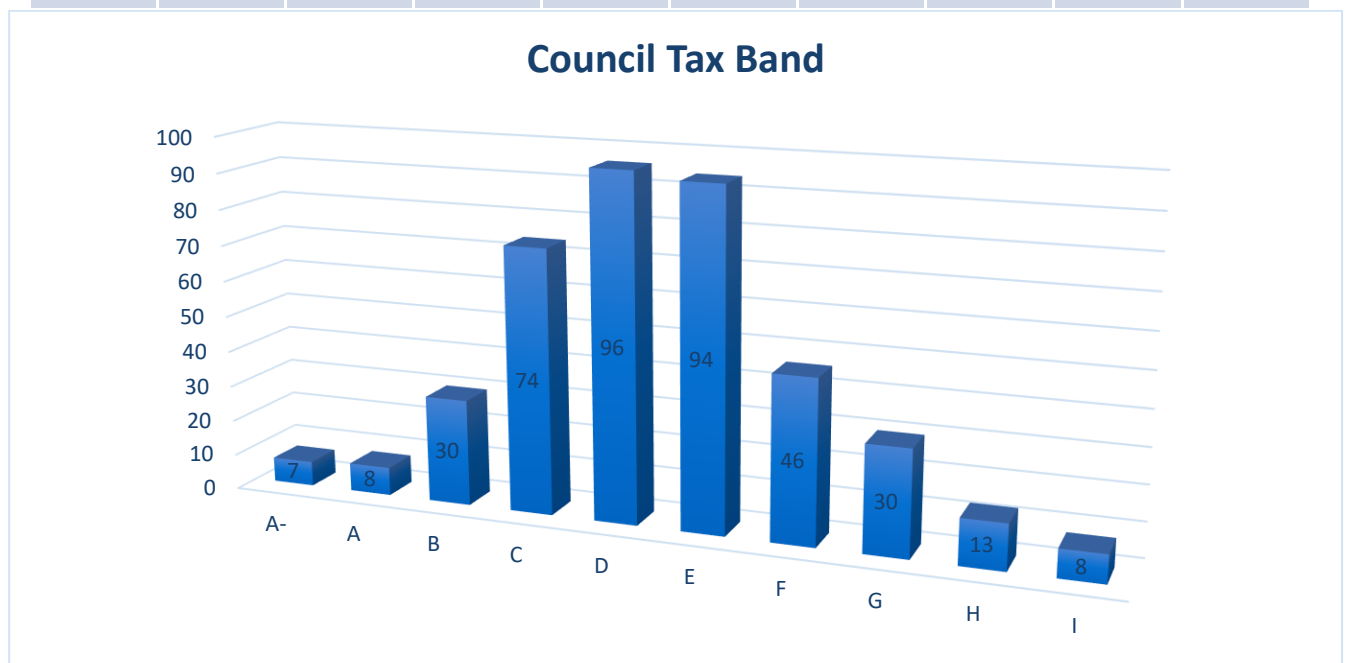


Council Tax Band

The majority of respondents were in either C, D or E council tax bands, this mirrors the overall Powys picture. Only a handful of respondents were at either end with seven people in Band A-, eight in Band A and eight in Band I.

Comparison - In Powys we have over 62,517 properties listed.

A-	A	B	C	D	E	F	G	H	I
7	8	30	74	96	94	46	30	13	8



## Appendix H

### Postcodes

383 respondents gave their postcode. The highest response rate was from people living in the LD1 area which covers homes in Llandrindod, Howey, Hundred House etc.

Brecon, Newtown, Builth and Ystradgynlais were next in terms of number of responses. The lowest responses were from Coelbren, Pont Nedd Fechan and Llanbrynmair where for each only one person had left their postcode details.

Some postcode areas saw no responses e.g. SY5 and NP7

HR3	LD1	LD2	LD3	LD4	LD5	LD6	LD7	LD8	SA9	SA10
13	74	28	52	4	6	9	8	6	23	1
SA11	NP8	SY10	SY15	SY16	SY17	SY18	SY19	SY20	SY21	SY22
1	10	4	14	48	7	20	1	13	23	18

### Other

We also captured information on

Ethnicity - 394 Responses

White	Asian	Black	Gypsy Traveller	Mixed	Other	Other ethnic
394	2	1	3	6	7	1

Disability – 69 Responses

Hearing Loss	Physical Disability	Mental Health	Dexterity	Stamina	Visual	Learning Disability
13	11	9	9	8	7	3

Employment status – 94 Responses

Working	Retired	Sick / Disabled	Other	Volunteering
67	20	3	3	1

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



**Please read the accompanying guidance before completing the form.**

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

<b>Service Area</b>	Adult Services	<b>Head of Service</b>	Michael Gray	<b>Director</b>	Alison Bulman	<b>Portfolio Holder</b>	Myfanwy Alexander
<b>Proposal</b>	IBP Proposal 1- TEC						
<b>Outline Summary / Description of Proposal</b>							
To deploy assistive technology to support people to remain independent, with a focus on enabling virtual assessments in care homes where this is appropriate.							

4a

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

Version	Author	Job Title	Date
1	Michael Gray	Head of Adult Services	02/09/19

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£45,000	£45,000	£45,000	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	The proposal will enhance client experience and will not result in a change to staff terms and conditions therefore no consultation required

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### 4. Impact on Other Service Areas

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

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>The Economy</b> We will develop a vibrant economy		Neutral		Neutral
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	We will become more efficient in undertaking reviews of care packages, which could be undertaken jointly with other partners, through reducing mileage costs.	Good	We will track mileage reductions through virtual assessments to understand impact of the proposal.	Good
<b>Learning and skills</b> We will strengthen learning and skills	We will embrace new technology that enables us to meet resident needs in more cost effective ways	Good	Staff, patients and providers will be supported to understand any new technology so that benefits can be maximised.	Good
<b>Residents and Communities</b> We will support our residents and communities		Neutral		Neutral



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### Source of Outline Evidence to support judgements

The Council has identified an exciting product called [Ethel](#) to introduce in to Care Homes in the North of the County under the North Powys Wellbeing Programme in order for staff to undertake remote assessments.

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

Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	By utilising technology, workers will be able to spend more time understanding and responding to the needs of residents, and less time travelling to and from venues.	Good		Choose an item.
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	This proposal should assist the Council in reducing its carbon footprint through a reduction in car fuel emissions.	Good		Choose an item.

Tudalen 47

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 48

Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. <b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	A reduction in travel time for staff should contribute to greater levels of wellbeing amongst our care workforce.	Good		Choose an item.
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.		Neutral		Choose an item.
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.		Neutral		Choose an item.
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>		Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>		Neutral		Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<i>Welsh Language impact on staff</i>		Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>		Neutral		Choose an item.
<i>Disability</i>		Neutral		Choose an item.
<i>Gender reassignment</i>		Neutral		Choose an item.
<i>Marriage or civil partnership</i>		Neutral		Choose an item.
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

Tudalen 49

**Source of Outline Evidence to support judgements**

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

Principle	How does the proposal impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>Sustainable Development Principle (5 ways of working)</b>				
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	By embedding technology as an enabler, we will be creating the conditions for a more sustainable social care offer in the future.	Good		Choose an item.
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	We will work closely with Powys care homes to ensure that we work in partnership to embed the approach.	Good		Choose an item.
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	We will involve care homes, residents and their families through an initial trial, so that we take a collaborative approach to rolling out the approach.	Good	We will monitor usage to ensure that the technology is understood	Choose an item.
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.		Neutral		Choose an item.
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.		Neutral		Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		Neutral		Choose an item.
<b>Impact on Powys County Council Workforce</b>	Travel time for workers will reduce.	Good		Choose an item.

Judalen 51

**Source of Outline Evidence to support judgements**

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

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Low	Low
<b>Mitigation</b>		
Ensure that rollout is effectively project managed, to include robust communication, engagement and support.		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



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

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Low	Low	Low
Mitigation		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
None	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low risk

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
This proposal is deemed to be low risk with no risk to the community.	

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

What additional evidence and data has informed the development of your proposal?
<a href="https://www.ethelcare.co.uk/professional-care-providers/">https://www.ethelcare.co.uk/professional-care-providers/</a>

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Impact on car mileage will be monitored.
Please state when this Impact Assessment will be reviewed.
Quarterly as part of CIP process.

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Chris Evans		
Head of Service:	Dylan Owen		
Director:	Alison Bulman		
Portfolio Holder:	Cllr Myfanwy Alexander		

14. Governance

Decision to be made by	Choose an item.	Date required	1 April 2020
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**FORM ENDS**

Mae'r dudalen hon wedi'i gadael yn wag yn fwiadol



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



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<b>Service Area</b>	Adult Services	<b>Head of Service</b>	Michael Gray	<b>Director</b>	Alison Bulman	<b>Portfolio Holder</b>	Myfanwy Alexander
<b>Proposal</b>	IBP Proposal 2- Direct payments						
<b>Outline Summary / Description of Proposal</b>							
Increase the take up of Direct Payments for eligible service users is proposed to deliver more freedoms and flexibilities to service users and their carers and generate efficiencies.							

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

Version	Author	Job Title	Date
1	Michael Gray	Head of Adult Services	02/09/19

Updated 55

Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£200,000	£300,000	£200,000	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	The proposal will not result in a change to staff terms and conditions and will be up to eligible individuals to take up direct payments.

4. Impact on Other Service Areas

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

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>The Economy</b> We will develop a vibrant economy	There will be a greater use of community/third sector and independent providers of care.	Good	In addition, an e-market place solution will need to be procured to ensure that service users can access solutions.	Good
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	Promoting the use of direct payments and ensuring that the offer is attractive will help contribute to a greater mixed economy of provision within the County. Direct payments will provide greater choice and flexibility for those that need care and support.	Good	Considerable change management project to be developed with all stakeholders including communication about the positive aspects of change to this model.	Good
<b>Learning and skills</b> We will strengthen learning and skills		Neutral		Neutral
<b>Residents and Communities</b> We will support our residents and communities	The approach will enable communities to access more personalised support and as a result, will have more of a role in the design and delivery of services that they need.	Good		Good

Source of Outline Evidence to support judgements

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

Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<p><b>A prosperous Wales:</b>                      An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>		Neutral		Neutral
<p><b>A resilient Wales:</b>                      A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	This proposal should assist the Council in reducing its carbon footprint through a reduction in car fuel emissions.	Good		Good

Tudalen 57

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 58

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<p><b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p><b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>People will be supported the regain or maintain independence and therefore become more resilience and self- reliant in terms of meeting needs</p>	<p>Good</p>		<p>Good</p>
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	<p>People will be able to use Direct Payments more proactively and access local resources with the support of a Strength-based approach</p>	<p>Neutral</p>		<p>Neutral</p>
<p><b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p><b>Human Rights - is about being proactive (see guidance)</b></p> <p><b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>		<p>Neutral</p>		<p>Neutral</p>
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				
<p><i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i></p>		<p>Neutral</p>		<p>Neutral</p>
<p><i>Opportunities to promote the Welsh language</i></p>		<p>Neutral</p>		<p>Neutral</p>

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<i>Welsh Language impact on staff</i>		Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Neutral
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances).				
<i>Age</i>	People will be enabled to remain in their own homes supported to regain or maintain independence	Good	Access to local resources via the e-marketplace will help achieve this goal. This needs to be supported with appropriate stakeholder engagement to ensure that as many people as possible can utilise this online service.	Good
<i>Disability</i>	People will be enabled to remain in their own homes supported to regain or maintain independence	Good	Access to local resources via the e-marketplace will help achieve this goal. This needs to be supported with appropriate stakeholder engagement to ensure that as many people as possible can utilise this online service.	Good
<i>Gender reassignment</i>		Neutral		Choose an item.
<i>Marriage or civil partnership</i>		Neutral		Choose an item.
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

Tudalen 59

**Source of Outline Evidence to support judgements**

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<b>Sustainable Development Principle (5 ways of working)</b>				
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	This objective will satisfy the direction of travel for people who prefer to stay in a setting familiar to them eg their own homes and become more resilient by being supported to regain or maintain independence through short term time limited support.	Good		Good
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Collaborative working with care managers and other stakeholders including Third Sector partners will be key to the delivery of this, through integration and better working with providers and other third sector partners.	Good		Good
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	Collaborative working with care managers and other stakeholders including Third Sector partners will be key to the delivery of this, through integration and better working with providers and other third sector partners.	Good		Good
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	This contributes to Early Intervention and Prevention work which seeks to enable people to remain independent for longer and minimise the need for more intensive supports.	Good		Good
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	The proposed new approach will be developed and delivered with the inclusion of PTHB and Third Sector partners.	Good		Good

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Socio economic opportunities may arise within communities to support people at home via third sector organisations/ private providers, utilising Direct Payments.	Good		Good
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Neutral		Neutral
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Neutral
<b>Impact on Powys County Council Workforce</b>	It is essential that this proposal is being developed and delivered with PCC operational colleagues.	Neutral	Early inclusion of PCC staff.	Good
<b>Source of Outline Evidence to support judgements</b>				

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

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
<b>Mitigation</b>		

Ensure that rollout is effectively project managed, to include robust communication, engagement and support.

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

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
<b>Mitigation</b>		
Ensure that any issues with regards to direct payment processes are raised with our direct payment support provider in a timely manner.		
Ensure that we continue to promote the use of direct payments through our communication and engagement work.		
Both to be managed through ongoing joint work between operations, commissioning and our direct payment support provider.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Risk that service users do not embrace the approach	Medium	Work on public communication and cultural changes required to be delivered as above	Medium
Risk to timescale of delivery	Medium	External capacity/knowledge would need to be sought to meet timescales set	Medium
	Choose an item.		Choose an item.
<b>Overall judgement (to be included in project risk register)</b>			
<b>Very High Risk</b>	<b>High Risk</b>	<b>Medium Risk</b>	<b>Low Risk</b>
		X	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
This proposal seeks to further embed our direct payments offer, by making direct payments easy to understand and use, through effective communications and engagement, and easy to use self-service options. The risk to the community is low but a sustained and well-planned communications and engagement will be needed to promote the benefits of direct payments to both residents and adult services staff. The proposal is in line with the Social Services and Well-being Act Wales (2014) which promotes independence and flexibility and choice around care.	



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



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

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

Social Care Wales has a useful guide on direct payments, including [“myths and facts about direct payments.”](#) Resources such as this will inform our communications and engagement.



VW Plus  
Overview.pptx

12. On-going monitoring arrangements?

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

Supervision of Social Care staff, panel and budget holder accountability, Operational SMT through to ASC financial monitoring mechanisms.

**Please state when this Impact Assessment will be reviewed.**

Quarterly as part of the SIP process

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Martin Heuter		
Head of Service:	Dylan Owen		
Director:	Alison Bulman		
Portfolio Holder:	CLlr Myfanwy Alexander		

14. Governance

Decision to be made by	Date required
Portfolio Holder	Ongoing in the service

**FORM ENDS**

Tudalen 64

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



**Please read the accompanying guidance before completing the form.**

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

<b>Service Area</b>	Adult Services	<b>Head of Service</b>	Michael Gray	<b>Director</b>	Alison Bulman	<b>Portfolio Holder</b>	Myfanwy Alexander
<b>Proposal</b>	IBP Proposal 3- Where People Live						
<b>Outline Summary / Description of Proposal</b>							
This proposal covers a number of housing and housing support related transformation projects that seek to provide improved outcomes for individuals, that are sustainable, that focus on progression, and that are future proofed.							

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

Version	Author	Job Title	Date
1	Michael Gray	Head of Adult Services	02/09/19

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£250,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Public consultation required	Consultation with people who are in receipt of services, their families and supportive networks will be undertaken as necessary when it has been identified that people could be supported to progress into more independent accommodation.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### 4. Impact on Other Service Areas

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

N/A

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

<b>Council Priority</b>	<b>How does the proposal impact on this priority?</b>	<b>IMPACT</b> Please select from drop down box below	<b>What will be done to better contribute to positive or mitigate any negative impacts?</b>	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>The Economy</b> <b>We will develop a vibrant economy</b>	There will be a greater use of community/third sector and independent providers of care.	Good		Good
<b>Health and Care</b> <b>We will lead the way in effective, integrated rural health and care</b>	By focussing on the progression of individuals, we will help to ensure that housing and related support enables people to maximise their independence	Good		Good
<b>Learning and skills</b> <b>We will strengthen learning and skills</b>		Neutral		Neutral
<b>Residents and Communities</b> <b>We will support our residents and communities</b>	People with have access to housing and support that promotes, wherever possible their independence and progression	Good		Good

**Source of Outline Evidence to support judgements**

According to the Joint Commissioning Strategy for Adults with a Learning Disability 2015 – 2020:

*‘Powys has over 90 people in placements outside of the county and enabling the people who wish to return to the county is a key local ambition because they can be extremely expensive, hard to monitor as they are usually at a distance from the commissioning authority and can be of low quality.*

*‘Furthermore, it is felt that the greater the reliance on specialist services, the more likely it is that competency to manage behaviours that challenge within general learning disability services decreases and specialist services have to respond to an increasing volume of referrals.’*

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

Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.		Neutral		Choose an item.
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).		Neutral		Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 68

Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. <b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	Bu ensuring the right provision, and right level of support, individuals' living environment will lead to an improved quality of life.	Good		Good
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.		Neutral		Neutral
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.		Neutral		Neutral
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>		Neutral		Neutral
<i>Opportunities to promote the Welsh language</i>		Neutral		Neutral

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>		Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Neutral
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances).				
<i>Age</i>	People will be supported to maintain or enhance their independence	Good		Good
<i>Disability</i>	Given the right combination of support, people will have improved confidence to step down into less intensive forms of support, which will in turn help to guard against intrusive placements.	Good	This approach will require a sustained period of engagement with residents, their families, staff and providers, so that a shared vision for more independent living options can be embedded operationally.	Good
<i>Gender reassignment</i>		Neutral		Choose an item.
<i>Marriage or civil partnership</i>		Neutral		Choose an item.
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

Tudalen 69

**Source of Outline Evidence to support judgements**

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<b>Sustainable Development Principle (5 ways of working)</b>				
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	This objective will satisfy the direction of travel for people who prefer to stay in a setting familiar to them eg their own homes and become more resilient by being supported to regain or maintain independence.	Good		Good
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Collaborative working with stakeholders will be key to the delivery of this, through integration and better working with providers and other third sector partners.	Good		Good
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	Collaborative working with stakeholders will be key to the delivery of this, through integration and better working with providers and other third sector partners.	Good		Good
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	By identifying step down options for individuals, the proposal will help ensure that we are providing a form and level of care that maximises independence.	Good		Good
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.		Neutral		Choose an item.



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Choose an item.
<b>Impact on Powys County Council Workforce</b>	It is essential that this proposal is being developed and delivered with PCC operational colleagues.	Neutral	Early inclusion of PCC staff.	Good
<b>Source of Outline Evidence to support judgements</b>				

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

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Low	Low
<b>Mitigation</b>		
Ensure that any changes are effectively project managed, to include robust communication, engagement and ongoing support.		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



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

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk	
Medium	Medium	Medium	
Mitigation			
Ensure that adequate commissioning and operational resource is allocated to develop and deliver the transformation projects with clear project management governance.			
Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Risk that service users do not embrace the approach	Medium	Work on public communication and cultural changes required to be delivered as above	Medium
Risk to timescale of delivery	Medium	Ensure that adequate commissioning and operational resource is allocated to deliver the necessary changes.	Medium
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
This proposal responds to the fact that there are approximately 120 adults with a learning disability that reside in placement outside of the County. Enabling those who wish to return to Powys is a key priority. This is because out of county placements can be expensive, and hard to monitor as they are usually at a distance from the commissioning authority.	

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

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

12. On-going monitoring arrangements?

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

Robust project management approach involving both commissioning and operational staff.

**Please state when this Impact Assessment will be reviewed.**

Quarterly as part of the SIP process

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Rachel Evans		
Head of Service:	Dylan Owen		
Director:	Alison Bulman		
Portfolio Holder:	Cllr Myfanwy Alexander		

14. Governance

Decision to be made by	Choose an item.	Date required

**FORM ENDS**

Mae'r dudalen hon wedi'i gadael yn wag yn fwiadol

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



**Please read the accompanying guidance before completing the form.**

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

<b>Service Area</b>	Adult Services	<b>Head of Service</b>	Michael Gray	<b>Director</b>	Alison Bulman	<b>Portfolio Holder</b>	Myfanwy Alexander
<b>Proposal</b>	IBP Proposal 5- Double to single handed care						
<b>Outline Summary / Description of Proposal</b>							
To invest in additional occupational therapy capacity to review and right size existing care packages. There is well established evidence that such investment would deliver significant returns in terms of both cost savings, and cost avoidance, as well as releasing care capacity and achieving better outcomes for service users.							

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

Version	Author	Job Title	Date
1	Michael Gray	Head of Adult Services	02/09/19

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£400K	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	This additional resource will be used to assist us in furthering our strengths-based approach to reviews.

4. Impact on Other Service Areas

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

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



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

Tudalen 76

Council Priority	How does the proposal impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
The Economy We will develop a vibrant economy		Neutral		Neutral
Health and Care We will lead the way in effective, integrated rural health and care	The proposal will help ensure that care packages are right-sized and that the independence of people who use our services is maximised.	Good		Good
Learning and skills We will strengthen learning and skills		Neutral		Neutral
Residents and Communities We will support our residents and communities		Neutral		Neutral

**Source of Outline Evidence to support judgements**

[Research](#) has shown that misconceptions regarding moving and handling, insufficient knowledge of specialist equipment, and an inflexible approach to care can lead to too much generalisation regarding the perceived need for two carers as opposed to one. There is evidence to suggest that a greater involvement of occupational therapists in the right-sizing of care packages through strengths based reviews can help to optimise peoples' independence, with a resulting saving in domiciliary care costs.

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

Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.		Neutral		Choose an item.
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).		Neutral		Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 78

Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. <b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	The proposal will help to ensure that people with care packages are receiving the right level of care, guarding against people becoming unnecessarily reliant on the care that they receive.	Good	To ensure that that there is a speedy implementation of OT recommendations so that care and support plans can be updated in a timely manner.	Good
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.		Neutral		Choose an item.
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.		Neutral		Choose an item.
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>		Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>		Neutral		Choose an item.



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Welsh Language impact on staff		Neutral		Choose an item.
People are encouraged to do sport, art and recreation.		Neutral		Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
Age	People will be supported to maintain or enhance their independence	Good		Good
Disability	The proposal will enable more people with physical disabilities to live as independently as possible in their own homes.	Good	To ensure that that there is a speedy implementation of OT recommendations so that care and support plans can be updated in a timely manner.	Good
Gender reassignment		Neutral		Choose an item.
Marriage or civil partnership		Neutral		Choose an item.
Race		Neutral		Choose an item.
Religion or belief		Neutral		Choose an item.
Sex		Neutral		Choose an item.
Sexual Orientation		Neutral		Choose an item.
Pregnancy and Maternity		Neutral		Choose an item.

Tudalen 79

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<b>Sustainable Development Principle (5 ways of working)</b>				
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	This proposal will enable people to maximise their independence and will help ensure that care reviews result in sustainable care and support plans that promote longer term independence wherever possible.	Good		Choose an item.
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Collaborative working between occupational therapists and other practitioners to ensure care provision is proportionate and appropriate.	Good		Choose an item.
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.		Neutral		Choose an item.
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	Investing in this resource will help to guard against overprovision of care.	Good		Choose an item.
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.		Neutral		Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Choose an item.
<b>Impact on Powys County Council Workforce</b>		Neutral		Good

### Source of Outline Evidence to support judgements

Occupational therapists are trained to work in a “whole person” way to both mental and physical health and wellbeing. As a result, they play a vital role in our system in assisting those that we support to achieve their full potential.

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

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Low	Low
Mitigation		
Ensure that any proposed changes are reflected in timely changes to care and support plans. Ensure, through effective support and monitoring that relevant staff have the necessary training and confidence to conduct any moving and handling in a safe and dignified manner.		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



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

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
Ensure that any proposed changes are reflected in timely changes to care and support plans. Ensure, through effective support and monitoring that relevant staff have the necessary training and confidence to conduct any moving and handling in a safe and dignified manner.		

Tudalen 82

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
There is a risk that we are unable to recruit suitable OTs into the right sizing posts	Medium	Work alongside recruitment colleagues to ensure that job to ensure that opportunity is advertised across a wide range of recruitment networks.	Medium
There is a risk that the work will not achieved proposed savings targets	Medium	To ensure that savings intentions are realistic and informed by work undertaken by other Local Authorities. To ensure that the occupational therapists work closely with practitioners to ensure that moving and handling provision is appropriate. To ensure that the occupational therapists are given the protected time to support others in developing their strengths based practice.	Medium
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
There is well established evidence that an investment in occupational therapy resource can deliver significant returns in terms of both cost savings, and cost avoidance, if OTs are used to review new and existing double handed care packages. The proposal has the added benefit of releasing care capacity. This extra capacity can then be used in a more targeted way, which will assist with our ongoing efforts of discharging people from hospital in a timely manner.	

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

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

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



12. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Robust project management approach involving both commissioning and operational staff.
<b>Please state when this Impact Assessment will be reviewed.</b>
Quarterly as part of the SIP process

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Rachel Williams		
Head of Service:	Michael Gray		
Director:	Alison Bulman		
Portfolio Holder:	Clr Myfanwy Alexander		

14. Governance

Decision to be made by	Choose an item.	Date required

Tudalen 83

**FORM ENDS**

Mae'r dudalen hon wedi'i gadael yn wag yn fwiadol

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



**Please read the accompanying guidance before completing the form.**

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<b>Service Area</b>	Adult Services	<b>Head of Service</b>	Michael Gray	<b>Director</b>	Alison Bulman	<b>Portfolio Holder</b>	Myfanwy Alexander
<b>Proposal</b>	IBP Proposal 7- Funding body review						
<b>Outline Summary / Description of Proposal</b>							
In line with Vision 2025, we are committed to developing pooled budgets and joint commissioning arrangements to ensure those in need of care receive a seamless service.							
In line with guidance from Welsh Government regarding funding responsibilities and the need to ensure timely and fair decision making, adult services, alongside our partners will undertake a review of a number of decisions. These will relate to previous decisions, current funding cases still in discussion, all with a view to having shared clarity and cohesion on future decision making.							

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

Version	Author	Job Title	Date
1	Michael Gray	Head of Adult Services	02/09/19

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£1,734,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	The proposal relates to ensuring that we are funding the right levels and right forms of care. No consultation will be required.

4. Impact on Other Service Areas

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

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



The proposal will not have an impact on internal partners in the Council. The outcomes of reviews may have an impact on PTHB, should the outcome of reviews entail necessary changes to funding arrangements between health and care partners.

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

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<b>The Economy</b> We will develop a vibrant economy		Neutral		Neutral
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	The proposal will contribute to greater professional convergence between the Council and its partners in relation to funding decisions about individuals.	Good	To continue or work with health partners to embed jointly owned decision-making processes.	Good
<b>Learning and skills</b> We will strengthen learning and skills		Neutral		Neutral
<b>Residents and Communities</b> We will support our residents and communities		Neutral		Neutral



Source of Outline Evidence to support judgements

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

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.		Neutral		Choose an item.
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).		Neutral		Choose an item.
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. <b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.		Neutral		Neutral

Tudalen 87

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 88

Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.		Neutral		Choose an item.
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.		Neutral		Choose an item.
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>		Neutral		Choose an item.
<i>Opportunities to promote the Welsh language</i>		Neutral		Choose an item.
<i>Welsh Language impact on staff</i>		Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<b>Age</b>	People will be supported to maintain or enhance their independence	Good		Good
<b>Disability</b>		Neutral		Neutral
<b>Gender reassignment</b>		Neutral		Choose an item.

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<i>Marriage or civil partnership</i>		Neutral		Choose an item.
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

Tudalen 89

**Source of Outline Evidence to support judgements**

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

Principle	How does the proposal impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>Sustainable Development Principle (5 ways of working)</b>				
<b>Long Term:</b> <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	This proposal will enable people to maximise their independence and will help ensure that people receive the right form and level of support that enables them to achieve what matters to them.	Good		Good
<b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	Collaborative working between social services and health to ensure that funding responsibilities are clarified in a timely manner	Good		Good
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>		Neutral		Neutral
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>		Neutral		Neutral
<b>Integration:</b> <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>		Neutral		Neutral
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Choose an item.
<b>Impact on Powys County Council Workforce</b>		Neutral		Good
<b>Source of Outline Evidence to support judgements</b>				

Updated 9/1

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

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
<b>Mitigation</b>		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



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

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
PCC and Powys Teaching Health Board have commissioned a joint report to review the governance of decision-making processes around the funding of health and care. PCC Officers will work with partner NHS organisation to previous cases where there are concerns from either organisation about the funding responsibility.		

Tudalen 92

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Partner engagement	Medium	Work closely with partners to understand the issues and to identify appropriate actions to address any funding issues.	Medium
	Choose an item.		Choose an item.
	Choose an item.		Choose an item.
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
	X		

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The impact of this work will be joint clarity between ourselves and partners on funding responsibilities. This should lead to more timely and fair decision making. Whilst there is no immediate risk to the community, successful resolutions around funding will rely on robust partnership working and shared clarity around appropriate legislation and guidance.	

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

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

12. On-going monitoring arrangements?

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

Ongoing monitoring of decision-making processes around whom is responsible for funding care.

**Please state when this Impact Assessment will be reviewed.**

Quarterly as part of the SIP process

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Michael Gray		
Head of Service:	Michael Gray		
Director:	Alison Bulman		
Portfolio Holder:	ClIr Myfanwy Alexander		

14. Governance

Decision to be made by	Choose an item.	Date required	

Judicial

**FORM ENDS**

Mae'r dudalen hon wedi'i gadael yn wag yn fwiadol



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



**Please read the accompanying guidance before completing the form.**

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

<b>Service Area</b>	Adult Services	<b>Head of Service</b>	Michael Gray	<b>Director</b>	Alison Bulman	<b>Portfolio Holder</b>	Myfanwy Alexander
<b>Proposal</b>	IBP Proposal 8- Strengths based reviews						
<b>Outline Summary / Description of Proposal</b>							
In line with the Social Services and Wellbeing Act (2014), it makes clear that care and support plans should promote wellbeing, so that people are able to maintain an appropriate level of autonomy with the appropriate level of care and support that is consistent with their wellbeing							

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

Version	Author	Job Title	Date
1	Michael Gray	Head of Adult Services	02/09/19

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£335,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	The proposal relates to ensuring that we are funding the right levels and right forms of care. No consultation will be required.

4. Impact on Other Service Areas

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

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



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

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<b>The Economy</b> We will develop a vibrant economy		Neutral		Neutral
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	The proposal will ensure that we are providing the right levels of care that enable people to maintain or increase their independence.	Good	Continually support staff to work in a strengths based way so as to contribute to the right sizing of care packages.	Good
<b>Learning and skills</b> We will strengthen learning and skills		Neutral		Neutral
<b>Residents and Communities</b> We will support our residents and communities		Neutral		Neutral

**Source of Outline Evidence to support judgements**

The Adult Services Delivery Plan has clear objective of effectively managing demand for people with long term care and support needs. [Research from the Institute of Public Care](#) makes clear that the purpose of a review is to focus on whether the help being offered has assisted people in helping them to gain, regain or retain their levels of independence.

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

<b>Well-being Goal</b>	<b>How does proposal contribute to this goal?</b>	<b>IMPACT</b> Please select from drop down box below	<b>What will be done to better contribute to positive or mitigate any negative impacts?</b>	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.		Neutral		Neutral
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).		Neutral		Neutral

Tudalen 97

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 98

Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<p><b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p><b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>The proposal will help ensure that we do what matters for individuals quicker within the community, which will help guard against unnecessary referrals into longer term care teams.</p>	<p>Good</p>		<p>Good</p>
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>		<p>Neutral</p>		<p>Neutral</p>
<p><b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p><b>Human Rights - is about being proactive (see guidance)</b></p> <p><b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>		<p>Neutral</p>		<p>Neutral</p>
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				
<p><i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i></p>		<p>Neutral</p>		<p>Choose an item.</p>
<p><i>Opportunities to promote the Welsh language</i></p>		<p>Neutral</p>		<p>Choose an item.</p>

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<i>Welsh Language impact on staff</i>		Neutral		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	People will be supported to maintain or enhance their independence	Good		Good
<i>Disability</i>		Neutral		Neutral
<i>Gender reassignment</i>		Neutral		Choose an item.
<i>Marriage or civil partnership</i>		Neutral		Choose an item.
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

Tudalen 99

Source of Outline Evidence to support judgements

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<b>Sustainable Development Principle (5 ways of working)</b>				
<b>Long Term:</b> <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	This proposal will enable people to maximise their independence and will help ensure that people receive the right form and level of support that enables them to achieve what matters to them.	Good	Ensure that outcome of reviews is reflected in care and support plans, and support altered appropriately.	Good
<b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i>		Neutral		Neutral
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>		Neutral		Neutral
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>	Investing in this resource will help to guard against overprovision of care.	Good		Good
<b>Integration:</b> <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>		Neutral		Neutral
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Choose an item.
<b>Impact on Powys County Council Workforce</b>		Neutral		Good

Judalen 101

**Source of Outline Evidence to support judgements**

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

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Low	Low
Mitigation		
Ensure that reviews are conducted in a strengths based way, in line with collaborative communication training.		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



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

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
Ensure that there is dedicated staff to undertake reviews in respective teams. Ensure sufficient management oversight of this activity to ensure that when reviews are undertaken, this is in the context of appraising the extent to which the care helps delivers outcomes in the most effective and efficient way.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
There is a risk that reviews will not be conducted in a timely manner.	Medium	Ensure that there is dedicated staff to undertake reviews in respective teams.	Medium
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
There is well established evidence that reviewing packages of care in a strengths-based way can result in the rightsizing of care packages. This can help to use our limited home-based care resource in a more targeted way and in the longer term, reduce our reliance on domiciliary care providers.	

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

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

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Monitoring will take place through the domiciliary care project board.
Please state when this Impact Assessment will be reviewed.
Quarterly as part of the SIP process



**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Michael Gray		
Head of Service:	Michael Gray		
Director:	Alison Bulman		
Portfolio Holder:	Cllr Myfanwy Alexander		

14. Governance

Decision to be made by	Choose an item.	Date required	

**FORM ENDS**

103

Mae'r dudalen hon wedi'i gadael yn wag yn fwiadol

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



**Please read the accompanying guidance before completing the form.**

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

<b>Service Area</b>	Adult Services	<b>Head of Service</b>	Michael Gray	<b>Director</b>	Alison Bulman	<b>Portfolio Holder</b>	Myfanwy Alexander
<b>Proposal</b>	IBP Proposal 9- Recommissioning and decommissioning						

### Outline Summary / Description of Proposal

Working in partnership with service providers to review the way services are delivered in Powys to ensure that such services are accessible, of the right quality and at an affordable cost for all people who need to arrange their support. Alongside this, and to generate further efficiencies we will continue to promote reablement and recovery throughout all services to ensure that resulting support packages are appropriate. Our commissioning will be underpinned by a set of clear principles that support the health and care priorities within our Vision 2025:

- Most cost effective means of achieving outcomes
- Utilising the most appropriate resource to meet needs
- Ensuring that our commissioned services promote wellbeing as set out by Welsh Government to tangible effect
- Stimulating a diverse range of appropriate services and organisations (including social enterprises) to ensure that the market for care in Powys remains vibrant and sustainable.

Tudalen 105

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

Version	Author	Job Title	Date
1	Michael Gray	Head of Adult Services	02/09/19

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£879,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	The proposal relates to ensuring that we are funding the right levels and right forms of care. No consultation will be required.

4. Impact on Other Service Areas

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

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy		Neutral		Neutral
Health and Care We will lead the way in effective, integrated rural health and care	The proposal will ensure that we are providing the right levels of care that enable people to maintain or increase their independence.	Good		Good
Learning and skills We will strengthen learning and skills		Neutral		Neutral
Residents and Communities We will support our residents and communities		Neutral		Neutral

**Source of Outline Evidence to support judgements**

In line with the Council’s commissioning cycle, we have identified opportunities to deliver outcomes differently, as well as alternative models of delivery.

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

Tudalen 107

<b>Well-being Goal</b>	<b>How does proposal contribute to this goal?</b>	<b>IMPACT</b> Please select from drop down box below	<b>What will be done to better contribute to positive or mitigate any negative impacts?</b>	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.		Neutral		Neutral
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).		Neutral		Neutral

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 108

Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<p><b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p><b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>The proposal will help ensure that we do what matters for individuals quicker within the community, which will help guard against unnecessary referrals into longer term care teams.</p>	<p>Good</p>		<p>Good</p>
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>		<p>Neutral</p>		<p>Neutral</p>
<p><b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p><b>Human Rights - is about being proactive (see guidance)</b></p> <p><b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>		<p>Neutral</p>		<p>Neutral</p>
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				
<p><i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i></p>		<p>Neutral</p>		<p>Neutral</p>
<p><i>Opportunities to promote the Welsh language</i></p>		<p>Neutral</p>		<p>Neutral</p>

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<i>Welsh Language impact on staff</i>		Neutral		Neutral
<i>People are encouraged to do sport, art and recreation.</i>		Neutral		Neutral
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	People will be supported to maintain or enhance their independence	Good		Good
<i>Disability</i>		Neutral		Neutral
<i>Gender reassignment</i>		Neutral		Neutral
<i>Marriage or civil partnership</i>		Neutral		Neutral
<i>Race</i>		Neutral		Neutral
<i>Religion or belief</i>		Neutral		Neutral
<i>Sex</i>		Neutral		Neutral
<i>Sexual Orientation</i>		Neutral		Neutral
<i>Pregnancy and Maternity</i>		Neutral		Neutral

Judalen 109

Source of Outline Evidence to support judgements

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

Principle	How does the proposal impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>Sustainable Development Principle (5 ways of working)</b>				

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



Tudalen 110

Principle	How does the proposal impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	This proposal will enable people to maximise their independence and will help ensure that people receive the right form and level of support that enables them to achieve what matters to them.	Good	.	Good
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Collaborative working with commissioned providers will enable the Council to work more creatively in supporting better outcomes for residents	Good		Good
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	Co-production is at the centre of commissioning decisions. As a result, service users will be engaged in decision making through our various forums.	Good		Good
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.		Good		Good
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.		Good		Good
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Neutral
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Neutral		Neutral
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Neutral



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
Impact on Powys County Council Workforce		Neutral		Good
<b>Source of Outline Evidence to support judgements</b>				

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

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Low	Low
<b>Mitigation</b>		
Ensure that service users are involved in commissioning decisions, in line with principles of co-production.		

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

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
<b>Mitigation</b>		
Ongoing commissioning/decommissioning activity relies on a robust approach to contract monitoring and strong relationships with the provider market. Commissioning officers will continue to work to ensure that we support the growth of a range appropriate services and organisations within Powys, who promote an enabling and recovery focussed approach.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Lack of capacity in external market	High	Continue to work alongside providers through contract monitoring and engagement forums to stimulate a diverse range of service offers with a focus on prevention.	Medium
	Choose an item.		Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



	Choose an item.		Choose an item.
<b>Overall judgement (to be included in project risk register)</b>			
<b>Very High Risk</b>	<b>High Risk</b>	<b>Medium Risk</b>	<b>Low Risk</b>
		X	

10. Overall Summary and Judgement of this Impact Assessment?

<b>Outline Assessment (to be inserted in cabinet report)</b>	<b>Cabinet Report Reference:</b>
Commissioning works to ensure that when services are required, we are securing the most cost-effective means of achieving outcomes. By stimulating a diverse range of services and organisations, we believe that efficiencies can be made.	

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

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

12. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>
Demand management and flow data will help us to understand what support options individuals are accessing to assist them in achieving their desired outcomes.
<b>Please state when this Impact Assessment will be reviewed.</b>
Quarterly as part of the SIP process

13. Sign Off

Position	Name	Signature	Date
<b>Impact Assessment Lead:</b>	Michael Gray		
<b>Head of Service:</b>	Dylan Owen		
<b>Director:</b>	Alison Bulman		
<b>Portfolio Holder:</b>	CLlr Myfanwy		

14. Governance

<b>Decision to be made by</b>	Choose an item.	<b>Date required</b>	
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**FORM ENDS**

Tudalen 113

Mae'r dudalen hon wedi'i gadael yn wag yn fwiadol

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



**Please read the accompanying guidance before completing the form.**

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

<b>Service Area</b>	Adult Services	<b>Head of Service</b>	Michael Gray	<b>Director</b>	Alison Bulman	<b>Portfolio Holder</b>	Myfanwy Alexander
<b>Proposal</b>	IBP Proposal 10- Strengths based workforce						
<b>Outline Summary / Description of Proposal</b>							
The objectives set out in our adult services delivery plan provides us with a clear strategy on managing demand through our care system in Powys. We need to ensure that we have the right numbers of suitably trained staff, in the right places to deliver timely and appropriate care to those residents that require our information, guidance and support. We also need to ensure that we have structures in place that enable timely decision making and clear progression routes, in line with the Council's wider workforce futures strategy.							

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

Version	Author	Job Title	Date
1	Michael Gray	Head of Adult Services	02/09/19

Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£227,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	It is likely that when the outcomes of a workforce review will necessitate changes in job descriptions and team structures. Staff consultation will therefore be required in line with our management of change policy.

4. Impact on Other Service Areas

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

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

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<b>The Economy</b> We will develop a vibrant economy		Neutral		Neutral
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	The proposal will ensure that we have the right structure in place to promote effective and efficient strengths-based working across our health and care system.	Good	Ensure strong engagement with HR and staff throughout any change process. Ensure that any changes are informed by the true nature of demand, and not based on assumptions.	Good
<b>Learning and skills</b> We will strengthen learning and skills		Neutral		Neutral
<b>Residents and Communities</b> We will support our residents and communities		Neutral		Neutral

Iudalen 116

**Source of Outline Evidence to support judgements**

Our workforce strategy has a clear priority of ensuring that we have the right workforce which is stable and sustainable (priority 1, Adult Services Workforce Strategy). This means that we need the right people with the right skills in the right role, to effectively support adults in Powys who require our support.

Our business intelligence data allows us to better understand future demand for care in Powys and as a result, we need to design, remodel and implement any changes to adult social care structures to meet these demands.

Tudalen 117

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



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

Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.		Neutral		Neutral
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).		Neutral		Neutral
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. <b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.		Neutral		Neutral
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.		Neutral		Neutral

Tudalen 118



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 19

Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.		Neutral		Choose an item.
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<b>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</b>		Neutral		Choose an item.
<b>Opportunities to promote the Welsh language</b>		Neutral		Choose an item.
<b>Welsh Language impact on staff</b>		Neutral		Choose an item.
<b>People are encouraged to do sport, art and recreation.</b>		Neutral		Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<b>Age</b>	People will be supported to maintain or enhance their independence	Good		Good
<b>Disability</b>		Neutral		Neutral
<b>Gender reassignment</b>		Neutral		Choose an item.
<b>Marriage or civil partnership</b>		Neutral		Choose an item.

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<i>Race</i>		Neutral		Choose an item.
<i>Religion or belief</i>		Neutral		Choose an item.
<i>Sex</i>		Neutral		Choose an item.
<i>Sexual Orientation</i>		Neutral		Choose an item.
<i>Pregnancy and Maternity</i>		Neutral		Choose an item.

Tudalen 120

Source of Outline Evidence to support judgements

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<b>Sustainable Development Principle (5 ways of working)</b>				
<b>Long Term:</b> <i>Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	This proposal will enable people to maximise their independence and will help ensure that people receive the right form and level of support that enables them to achieve what matters to them.	Good	.	Good
<b>Collaboration:</b> <i>Working with others in a collaborative way to find shared sustainable solutions.</i>	Collaborative working with will enable the Council to work more creatively in supporting better outcomes for residents	Good	Ensure strong engagement with HR and staff throughout any change process. Ensure that any changes are informed by the true nature of demand, and not based on assumptions.	Good
<b>Involvement (including Communication and Engagement):</b> <i>Involving a diversity of the population in the decisions that affect them.</i>		Neutral		Neutral
<b>Prevention:</b> <i>Understanding the root causes of issues to prevent them from occurring.</i>		Neutral		Neutral
<b>Integration:</b> <i>Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>		Neutral		Neutral
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Neutral		Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 122

Principle	How does the proposal impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Neutral		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be forefront of all decisions made to ensure that people are safe within their own homes.	Neutral		Choose an item.
<b>Impact on Powys County Council Workforce</b>		Neutral		Good
<b>Source of Outline Evidence to support judgements</b>				

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

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Low	Low
<b>Mitigation</b>		

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

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Medium	Medium	Medium
<b>Mitigation</b>		
Manage engagement with staff sensitively and proactively with the assistance of colleagues in HR and workforce and organisational development. Use the Council's management of change process to ensure that process is robust and clear.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
There is a risk that any restructure does not take adequate account of the real nature of demand.	Medium	To work closely with respective teams, and with HR to ensure that decisions on team structures are based on true understanding of demand.	Low
Changes to team structures contribute to reduced morale within teams	Medium	Provide clear rationale for any changes and ensure that ample time for consultation is built into management of change process.	Low
	Choose an item.		Choose an item.

Judgement #23

<b>Overall judgement (to be included in project risk register)</b>			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Overall Summary and Judgement of this Impact Assessment?

<b>Outline Assessment (to be inserted in cabinet report)</b>	<b>Cabinet Report Reference:</b>
Adult services, in line with our workforce strategy needs to ensure that we have the right mix of staff, with the right mix of skillsets, in the right places so that we can deliver effective care, underpinned by principles of strengths based working. By working alongside teams and HR to understand the real nature of demand into our services, we will make the necessary changes to ensure that our structures are fit for purpose.	

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

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

12. On-going monitoring arrangements?

<b>What arrangements will be put in place to monitor the impact over time?</b>

**Please state when this Impact Assessment will be reviewed.**

Quarterly as part of the SIP process

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Michael Gray		
Head of Service:	Michael Gray		
Director:	Alison Bulman		
Portfolio Holder:	Stephen Hayes		

14. Governance

Decision to be made by	Choose an item.	Date required

Judalenn

**FORM ENDS**

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



**Please read the accompanying guidance before completing the form.**

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

<b>Service Area</b>	Children's Services	<b>Head of Service</b>	Jan Coles	<b>Director</b>	Alison Bulman	<b>Portfolio Holder</b>	Cllr Rachel Powell
<b>Proposal</b>	Shared Costs with partners for Placements for Children who are Looked After appropriately						
<b>Outline Summary / Description of Proposal</b>							
To ensure that the placement costs for children who are looked after are attributed appropriately across partners.							

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

Version	Author	Job Title	Date
V1	Sharon Powell	Senior Manager Care and Support	10.12.2019
V2	Sharon Powell	Senior Manager Care and Support	09.01.2020

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£380,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	Consultation is not required as it has no impact on staff or any children and young people.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### 4. Impact on Other Service Areas

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

No it does not have potential to impact on other service areas.

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

Council Priority	How does the proposal impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>The Economy</b> We will develop a vibrant economy	N/A	Choose an item.	N/A	Choose an item.
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	It will help to achieve an integrated health and social care provision	Neutral	N/A	Neutral
<b>Learning and skills</b> We will strengthen learning and skills	N/A	Choose an item.	N/A	Choose an item.
<b>Residents and Communities</b> We will support our residents and communities	N/A	Choose an item.	N/A	Choose an item.



**Source of Outline Evidence to support judgements**

There will be no change to service delivery, this proposal is about ensuring that the financing allocation is appropriate..

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

<b>Well-being Goal</b>	<b>How does proposal contribute to this goal?</b>	<b>IMPACT</b> Please select from drop down box below	<b>What will be done to better contribute to positive or mitigate any negative impacts?</b>	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>A prosperous Wales:</b> An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	N/A	Choose an item.	N/A	Choose an item.
<b>A resilient Wales:</b> A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	Making better use of Children’s Services financial resources	Good	N/A	Neutral

Tudalen 127

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 128

Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. <b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	N/A	Choose an item.	N/A	Choose an item.
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	N/A	Choose an item.	N/A	Choose an item.
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	N/A	Choose an item.	N/A	Choose an item.
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Opportunities to promote the Welsh language</i>	N/A	Choose an item.	N/A	Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>	N/A	Choose an item.	N/A	Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	N/A	Choose an item.	N/A	Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Disability</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Gender reassignment</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Marriage or civil partnership</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Race</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Religion or belief</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Sex</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Sexual Orientation</i>	N/A	Choose an item.	N/A	Choose an item.
<i>Pregnancy and Maternity</i>	N/A	Choose an item.	N/A	Choose an item.

Iudalen 129

**Source of Outline Evidence to support judgements**

There will be no change to service delivery, this proposal is about ensuring that the correct financial allocation.

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

Principle	How does the proposal impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>Sustainable Development Principle (5 ways of working)</b>				
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	Ensuring correct financial allocations	Good		Good
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Increased working with partners.	Good		Good
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.		Choose an item.		Choose an item.
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.		Choose an item.		Choose an item.
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	The proposal will further increase integration with partners.	Good		Good
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Choose an item.		Choose an item.

Tudalen 130

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Choose an item.		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.		Choose an item.		Choose an item.
<b>Impact on Powys County Council Workforce</b>	None	Choose an item.		Choose an item.

### Source of Outline Evidence to support judgements

There will be no change to service delivery, this proposal is about ensuring that the correct financial allocation

Judalen 131

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

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		
There will be no change to service delivery, therefore no impact on communities. This proposal is about ensuring correct financial allocation.		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



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

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		
PCC and Powys Teaching Health Board have commissioned a joint report to review the governance of decision-making processes around the funding of health and care CLA cases. PCC Officers will work with partner NHS organisation to review previous cases where there are concerns from either organisation about the funding responsibility.		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Unable to secure engagement from partners	Medium	Work closely with partners to understand the issues and to identify appropriate actions to address any funding issues.  If partners do not engage legal action may be required	Medium
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		X	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
There will be limited impact as this proposal is to ensure correct financial allocation. There is no impact to those using services or the workforce.	

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

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

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
The Children's Leadership team will monitor the impact at regular intervals.
Please state when this Impact Assessment will be reviewed.

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



The impact assessment will be reviewed by CLT during 2020-21.

13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Sharon Powell		
Head of Service:	Jan Coles		
Director:	Alison Bulman		
Portfolio Holder:	CLlr Rachel Powell		

14. Governance

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

Mae'r dudalen hon wedi'i gadael yn wag yn fwiadol



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



**Please read the accompanying guidance before completing the form.**

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

<b>Service Area</b>	Children's Services	<b>Head of Service</b>	Jan Coles	<b>Director</b>	Alison Bulman	<b>Portfolio Holder</b>	Cllr Rachel Powell
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<b>Proposal</b>	Placements for Children who are Looked After
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### Outline Summary / Description of Proposal

To bring 5 children out of residential placements and into fostering placements either in-house or with Independent Fostering Agencies, which meet their needs and wherever possible, are closer to their homes and communities.

To bring 5 children from Independent Fostering placements into in-house fostering placements which meet their needs and wherever possible, are closer to their homes and communities.

Judarien 136

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

Version	Author	Job Title	Date
V1	Kathryn Brooks	Senior Manager Corporate Parenting	10.12.2019

Profile of cost reduction delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£575,000	£525,000	£	£

### 3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
No consultation required (please provide justification)	Consultation is not required as this does not impact on workforce and has a positive impact on service provision.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### 4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY
The proposal does not have the potential to impact on another service area.

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

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>The Economy</b> We will develop a vibrant economy	The money currently being spent with private companies out of county will be spent on local foster carers in Powys. The proposal will also fund new jobs in Children's Homes in Powys	Good	Children are closer to home and maintain connections with families and communities and school placements	Good
<b>Health and Care</b> We will lead the way in effective, integrated rural health and care	The proposal will mean the improved emotional wellbeing of young people, who have access to local services and maintaining links to their family and community.	Good	Children are closer to home and maintain connections with families and communities and school placements	Good
<b>Learning and skills</b> We will strengthen learning and skills	The proposal will enable young people to become involved in education, training and employment in their local communities.	Good	Children are closer to home and maintain connections with families and communities and school placements	Good
<b>Residents and Communities</b> We will support our residents and communities	Children and young people will remain in their own communities. Increased facilities being provided in Powys and in local communities.	Good	Children are closer to home and maintain connections with families and communities and school placements	Good

Source of Outline Evidence to support judgements
<p>Children placed out of county have poorer outcomes.</p> <p>The work of the First Minister’s Task Group has provided this evidence around children being placed out of county against children placed in their own communities.</p>

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p><b>A prosperous Wales:</b>                      An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>Children are closer to home and maintain connections with families and communities and school placements</p> <p>The proposal will enable young people to become involved in education, training and employment in their local communities..</p>	Good	N/A	Choose an item.
<p><b>A resilient Wales:</b>                      A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>The proposal will enable young people to become involved in education, training and employment in their local communities..</p>	Good	N/A	Neutral

Tudalen 137

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 138

Well-being Goal	How does proposal contribute to this goal?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood. <b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.	The proposal will mean the improved emotional wellbeing of young people, who have access to local services and maintaining links to their family and community.	Good	N/A	Choose an item.
<b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.	Children are closer to home and maintain connections with families and communities and school placements	Good	N/A	Choose an item.
<b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being. <b>Human Rights - is about being proactive (see guidance)</b> <b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.	This proposal will keep children in county and in country. It will promote a child's right to a family while maintaining close links to families and communities.	Good	N/A	Choose an item.
<b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
<b>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</b>	Children are enabled to live and grow in communities which represent their own language and culture.	Good	N/A	Choose an item.
<b>Opportunities to promote the Welsh language</b>		Choose an item.		Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>		Choose an item.		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	Children are closer to home and maintain connections with families and communities and school placements	Good	N/A	Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	This proposal supports the rights of all children.	Good	N/A	Choose an item.
<i>Disability</i>		Choose an item.		Choose an item.
<i>Gender reassignment</i>		Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>		Choose an item.		Choose an item.
<i>Race</i>		Choose an item.		Choose an item.
<i>Religion or belief</i>		Choose an item.		Choose an item.
<i>Sex</i>		Choose an item.		Choose an item.
<i>Sexual Orientation</i>		Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>		Choose an item.		Choose an item.

Tudalen 139

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



### Source of Outline Evidence to support judgements

Children placed out of county have poorer outcomes.  
The work of the First Minister's Task Group has provided this evidence around children being placed out of county against children placed in their own communities.

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

Indalen 140

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<b>Sustainable Development Principle (5 ways of working)</b>				
<b>Long Term:</b> Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	Maintaining children in their family's limits disruptions and promotes stability throughout their lives.	Good	N/A	Choose an item.
<b>Collaboration:</b> Working with others in a collaborative way to find shared sustainable solutions.	Working with multi agency partners and families to meet the needs of children	Good	N/A	Choose an item.
<b>Involvement (including Communication and Engagement):</b> Involving a diversity of the population in the decisions that affect them.	Multi-disciplinary plans to maintain children within their communities	Good	N/A	Choose an item.
<b>Prevention:</b> Understanding the root causes of issues to prevent them from occurring.	Providing safe placements for children	Good	N/A	Choose an item.
<b>Integration:</b> Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	Integrating with multi agency partners. Increases close partnership sharing resources and working to meet a range of children and young people's needs.	Good	N/A	Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.		Choose an item.	N/A	Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Choose an item.		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Children kept closer to home can be kept safer using local resources	Good	N/A	Choose an item.
<b>Impact on Powys County Council Workforce</b>		Choose an item.		Choose an item.

### Source of Outline Evidence to support judgements

Children placed out of county have poorer outcomes. This has been evidenced in the following:  
 The work of the First Minister's Task Group has provided this evidence around children being placed out of county against children placed in their own communities.  
 A recent Children's Commissioner for Wales paper on children placed out of County.  
 The Waterhouse report – Lost in Care

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

Severity of Impact on Communities	Scale of impact	Overall Impact
Medium	Medium	Medium
Mitigation		
The impact will be positive for individual children and their families		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



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

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	Low	Low
Mitigation		
This is one of the highest priority areas in Children's Services and a range of service resources are focused on achieving these changes		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Can't recruit foster carers	Medium	Improved offer to foster carers, additional resources to foster service and reduction of children looked after	Low
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			x

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The overall impact of these changes is positive, both to children using services, the workforce and the wider communities.	

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

What additional evidence and data has informed the development of your proposal?
N/A Additional evidence will be providing through the cabinet reporting process as progress is made.

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Progress will be reviewed by CLT
Please state when this Impact Assessment will be reviewed.
Monthly



**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



13. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Kathryn Brooks		
Head of Service:	Jan Coles		
Director:	Alison Bulman		
Portfolio Holder:	ClIr Rachel Powell		

14. Governance

Decision to be made by	Choose an item.	Date required	

**FORM ENDS**

143

Mae'r dudalen hon wedi'i gadael yn wag yn fwiadol

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



**Please read the accompanying guidance before completing the form.**

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

<b>Service Area</b>	Children's Services	<b>Head of Service</b>	Jan Coles	<b>Director</b>	Alison Bulman	<b>Portfolio Holder</b>	Cllr Rachel Powell
<b>Proposal</b>	Changes in service provision - effect of pump priming						
<b>Outline Summary / Description of Proposal</b>							
The proposal is a combination of the following: <ul style="list-style-type: none"> <li>- Development of Children's homes in Powys</li> <li>- Bringing Children Looked After closer to home</li> <li>- Increasing our in house foster carers</li> </ul>							

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

Version	Author	Job Title	Date
V1	Kathryn Brooks	Senior Manager Corporate Parenting	10.12.2019

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£	£	£1266,000	£	£	£

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
Staff consultation required	Consultation is required with Foster Carers about the proposed changes to the financial and support offer. The first phase of consultation will be completed December 2019. The second phase of consultation will be completed Jan 20.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



### 4. Impact on Other Service Areas

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

The proposal does not have the potential to impact on another service area.

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

Council Priority	How does the proposal impact on this priority?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>The Economy</b> <b>We will develop a vibrant economy</b>	The money currently being spent with private companies out of county will be spent on local foster carers in Powys. The proposal will also fund new jobs in Children's Homes in Powys	Good	Children are closer to home and maintain connections with families and communities and school placements	Good
<b>Health and Care</b> <b>We will lead the way in effective, integrated rural health and care</b>	The proposal will mean the improved emotional wellbeing of young people, who have access to local services and maintaining links to their family and community. The therapeutic Childrens Home will be a multi disciplinary team.	Good	Children are closer to home and maintain connections with families and communities and school placements	Good
<b>Learning and skills</b> <b>We will strengthen learning and skills</b>	The proposal to open Children's homes in Powys will provide career development and training opportunities in the wider social care workforce.  The proposal will enable young people to become involved in education, training and employment in their local communities.	Good	Children are closer to home and maintain connections with families and communities and school placements	Good

**Cyngor Sir Powys County Council**  
**Impact Assessment (IA)**

*The integrated approach to support effective decision making*



Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
<b>Residents and Communities</b> We will support our residents and communities	Children and young people will remain in their own communities. Increased facilities being provided in Powys and in local communities.	Good	Children are closer to home and maintain connections with families and communities and school placements	Good

Tudalen 147

Source of Outline Evidence to support judgements
<p>Children placed out of county have poorer outcomes.</p> <p>The work of the First Minister’s Task Group has provided this evidence around children being placed out of county against children placed in their own communities.</p>

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p><b>A prosperous Wales:</b>                      An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>Children are closer to home and maintain connections with families and communities and school placements</p> <p>The proposal to open Children’s homes in Powys will provide career development and training opportunities in the wider social care workforce.</p> <p>The proposal will enable young people to become involved in education, training and employment in their local communities..</p>	Good	N/A	Choose an item.
<p><b>A resilient Wales:</b>                      A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p>The proposal to open Children’s homes in Powys will provide career development and training opportunities in the wider social care workforce. Also the potential development of people into qualified social worker</p> <p>The proposal will enable young people to become involved in education, training and employment in their local communities..</p>	Good	N/A	Neutral

Judalen 148

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<p><b>A healthier Wales:</b> A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p><b>Public Health (Wales) Act, 2017:</b> Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>The proposal will mean the improved emotional wellbeing of young people, who have access to local services and maintaining links to their family and community.</p>	<p>Good</p>	<p>N/A</p>	<p>Choose an item.</p>
<p><b>A Wales of cohesive communities:</b> Attractive, viable, safe and well-connected Communities.</p>	<p>Children are closer to home and maintain connections with families and communities and school placements</p>	<p>Good</p>	<p>N/A</p>	<p>Choose an item.</p>
<p><b>A globally responsible Wales:</b> A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p><b>Human Rights - is about being proactive (see guidance)</b></p> <p><b>UN Convention on the Rights of the Child:</b> The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	<p>This proposal will keep children in county and in country. It will promote a child's right to a family while maintaining close links to families and communities.</p>	<p>Good</p>	<p>N/A</p>	<p>Choose an item.</p>
<p><b>A Wales of vibrant culture and thriving Welsh language:</b> A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				
<p><b>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</b></p>	<p>Children are enabled to live and grow in communities which represent their own language and culture.</p>	<p>Good</p>	<p>N/A</p>	<p>Choose an item.</p>
<p><b>Opportunities to promote the Welsh language</b></p>		<p>Choose an item.</p>		<p>Choose an item.</p>

Tudalen 149

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<i>Welsh Language impact on staff</i>		Choose an item.		Choose an item.
<i>People are encouraged to do sport, art and recreation.</i>	Children are closer to home and maintain connections with families and communities and school placements	Good	N/A	Choose an item.
<b>A more equal Wales:</b> A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	This proposal supports the rights of all children.	Good	N/A	Choose an item.
<i>Disability</i>		Choose an item.		Choose an item.
<i>Gender reassignment</i>		Choose an item.		Choose an item.
<i>Marriage or civil partnership</i>		Choose an item.		Choose an item.
<i>Race</i>		Choose an item.		Choose an item.
<i>Religion or belief</i>		Choose an item.		Choose an item.
<i>Sex</i>		Choose an item.		Choose an item.
<i>Sexual Orientation</i>		Choose an item.		Choose an item.
<i>Pregnancy and Maternity</i>		Choose an item.		Choose an item.

Tudalen 150



# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Source of Outline Evidence to support judgements
<p>Children placed out of county have poorer outcomes. The work of the First Minister's Task Group has provided this evidence around children being placed out of county against children placed in their own communities.</p>

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
<b>Sustainable Development Principle (5 ways of working)</b>				
<i>Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.</i>	Maintaining children in their family's limits disruptions and promotes stability throughout their lives.	Good	N/A	Choose an item.
<i>Collaboration: Working with others in a collaborative way to find shared sustainable solutions.</i>	Working with multi agency partners and families to meet the needs of children	Good	N/A	Choose an item.
<i>Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.</i>	Multi-disciplinary plans to maintain children within their communities	Good	N/A	Choose an item.
<i>Prevention: Understanding the root causes of issues to prevent them from occurring.</i>	Providing safe placements for children	Good	N/A	Choose an item.
<i>Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.</i>	Integrating with multi agency partners. Increases close partnership sharing resources and working to meet a range of children and young people's needs.	Good	N/A	Choose an item.
<b>Preventing Poverty:</b> Prevention, including helping people into work and mitigating the impact of poverty.	Promoting the social care workforce in wales to ensure children are maintained in their families and communities.	Good	N/A	Choose an item.

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

The integrated approach to support effective decision making



Tudalen 152

Principle	How does the proposal impact on this principle?	<b>IMPACT</b> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<b>IMPACT AFTER MITIGATION</b> Please select from drop down box below
<b>Unpaid Carers:</b> Ensuring that unpaid carers views are sought and taken into account		Choose an item.		Choose an item.
<b>Safeguarding:</b> Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Children kept closer to home can be kept safer using local resources	Good	N/A	Choose an item.
<b>Impact on Powys County Council Workforce</b>	Increase in job opportunities	Good	N/A	Choose an item.
<b>Source of Outline Evidence to support judgements</b>				
<p>Children placed out of county have poorer outcomes. This has been evidenced in the following:                      The work of the First Minister's Task Group has provided this evidence around children being placed out of county against children placed in their own communities.                      A recent Childrens Commissioner for Wales paper on children placed out of County.                      The Waterhouse report – Lost in Care</p>				

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

Severity of Impact on Communities	Scale of impact	Overall Impact
Choose an item.	Choose an item.	Choose an item.
<b>Mitigation</b>		
The impact will be positive		

# Cyngor Sir Powys County Council

## Impact Assessment (IA)

*The integrated approach to support effective decision making*



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

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	Low	Low
Mitigation		
This is one of the highest priority areas in Childrens Services and a range of service resources are focused on achieving these changes		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Don't get the capital funding	Medium	Multiple bids to PCC and WG have been submitted	Medium
Can't recruit staff	High	Extend the recruitment strategy to non social worker qualified children's workforce	Medium
Can't recruit foster carers	Medium	Improved offer to foster carers, additional resources to foster service and reduction of children looked after	Medium
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
		Medium	

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The overall impact of these changes is positive, both to children using services, the workforce and the wider communities.	

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

What additional evidence and data has informed the development of your proposal?
N/A Additional evidence will be providing through the cabinet reporting process as progress is made.

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Progress will be reviewed by CLT

<b>Please state when this Impact Assessment will be reviewed.</b>
Monthly

13. Sign Off

Position	Name	Signature	Date
<b>Impact Assessment Lead:</b>	Kathryn Brooks		
<b>Head of Service:</b>	Jan Coles		
<b>Director:</b>	Alison Bulman		
<b>Portfolio Holder:</b>	CLlr Rachel Powell		

14. Governance

Decision to be made by	Date required
Choose an item.	

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