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

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HIGH RISK IMPACT ASSESSMENTS

1819-03 – Right sizing high cost placements and use of reablement to achieve a reduction in homecare hours
1819-08 – HTR Transformation Programme
1819-13 – Restructure of Youth Service
1819-17 – To achieve efficiency savings through securing partnership working to deliver branch libraries.

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

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

Service Area	Adults	Head of Service	Dylan Owen/Jennifer Jeffreys	Strategic Director	Phil Evans	Portfolio Holder	Cllr Stephen Hayes
Proposal		1819-03 Right sizing high cost placements and use of reablement to achieve a reduction in homecare hours					
Outline Summary / Description of Proposal							

Right sizing of Packages - Accelerate Reablement referrals and based on current performance achieved 42% reduction in hours. Strengthen the reablement process so a single gate ensures all go through this and aim to reduce referrals into longer term home care / IRC, or reduce the intensity of packages.

Scope is for 80% of cases that go to OD teams and other ASC teams at referral should go through reablement.

Estimated at an additional 21 packages per month – so increase productivity for little extra cost

The client will still receive adequate care in a more cost effective environment. Deliver £603k savings in 2017/18 and £511k savings in 2018/19.

1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£511k	£	£	£	£	£511

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)	Reablement pathway promoting independence in line with early intervention and prevention agenda. This is not a change that impacts on the client, except in terms of improvement, it's part of the existing care pathway so does not need to be consulted on	No

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

Version	Author	Job Title	Date
V1	Hazel Jukes / Anne Phillips	Senior manager social care delivery/Interim Professional Lead Finance	13/11/17 and 16/11/17

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

The impact should be a reduction on demand for other services within ASC, and ensuring there are available frontline reablement support workers and Therapists who can deliver the reablement service, along with Domicilliary care providers to support the rapid handover for long term support

Service Area informed:	yes	**Contact Officer liaised with:**	
Mitigation			

Business case completed to request additional resources within the home care service – but needs to be reviewed for resources and approval

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

Council Priority	**How does the proposal impact on this priority?**	**IMPACT** Please select from drop down box below	**What will be done to better contribute to positive or mitigate any negative impacts?**	**IMPACT AFTER MITIGATION** Please select from drop down box below
The Economy **We will develop a vibrant economy**	Greater use of Domiciliary Care and Third Sector Community support will provide funding for jobs. In the main these jobs will be additional to residential care, to support demographic growth needs.	Neutral	The challenge will be to upskill and encourage people to work within the care sector. To create professional and contracted posts to secure recruitment. There is a skills gap for home carers, many do not have a QCF qualification, and working in this sector is unattractive against other work. Need to work with the colleges to ensure	Neutral
Health and Care **We will lead the way in effective, integrated rural health and care**	This proposal does comply with effective care services, which is more tailored to the changing demands of clients moving into the system. Clients want to stay in their own home until they are very frail and have to enter nursing or more intense care provision	Good	To ensure we work closely with Housing and Telecare to offer wider choice accommodation and equipment that aids clients to remain at home Warden services to be upskilled to deliver some personal care support following reablement intervention.	Good

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Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Learning and skills **We will strengthen learning and skills**	There will need to be comprehensive co-productive approaches with service users/families/advocates to ensure that they fully understand the pathway and support available to them.	Good	Powys people Direct to have triage and conversations regarding Information, Advice and Assistance	Good
Residents and Communities **We will support our residents and communities**	More people will be supported at home to maintain or regain independence with different forms of support and technology in a supported living framework.	Good	Need to ensure 3rd sector support is developed so clients can be signposted through PPD and the community connectors to available resource that facilitates independent living	Good

Source of Outline Evidence to support judgements
The Wellbeing Act, Councils budget setting which requires all services to deliver efficiency savings - £1.4m for ASC in 2018/19. This also builds on a 2017/18 target in this area of £603k, which in the main shows cost avoidance rather than large savings, and clarity and alternatives are being discussed as part of the budget recovery plan

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Specific outcomes of the project will include: Ensure that we are getting value for money along with efficient and effective use of our resources in meeting eligible needs on an ongoing basis	Neutral	a/a	Neutral
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral	No impact	Neutral
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	People will be supported to regain or maintain independence and therefore become more resilient and self-reliant in terms of meeting their personal outcomes.	Good	Availability of 3 rd sector providers Hospital discharges to have reablement /care and support to be a later pathway once alternatives been explored, currently the default position for discharge.	Good
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Helping clients to remain in the community and get support to remain at home through Domiciliary Care and 3rd sector , including voluntary organisations, who will often have volunteers who have health and social care issues and the volunteering helps to improve their outcomes	Good	Ensure sufficient funding and engagement to improve the 3rd sector service delivery model	Good
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	Empowering clients to make their own decisions about the care they need, and encouraging lower level of support rather than too much that reduces independence	Neutral	Implementation of the SSWB Act 2014 creating a culture of choice and control whilst supporting people with personal outcomes.	Neutral

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Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				
Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language	94% of tenants prefer to be addressed in English, and 2% prefer Welsh. The rest did not record a preference.	Neutral	The councils standard terms and conditions require providers to support individuals in the language of their choice	Neutral
Opportunities to promote the Welsh language	No impact	Neutral	No impact	Neutral
Welsh Language impact on staff	No impact	Neutral	No impact	Neutral
People are encouraged to do sport, art and recreation.	No impact	Neutral	No impact	Neutral
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
Age	People will be supported to regain or maintain independence.	Good	Assessments will be undertaken in partnership with clients and their families to ensure that where possible they can remain at home	Good
Disability	People will be supported to regain or maintain independence in a progressive way.	Good	Additional support through telecare and health and equipment	Good
Gender reassignment	No impact	Neutral	No impact	Neutral
Marriage or civil partnership	No impact	Neutral	No impact	Neutral
Race	No impact	Neutral	No impact	Neutral
Religion or belief	No impact	Neutral	No impact	Neutral
Sex	No impact	Neutral	No impact	Neutral
Sexual Orientation	No impact	Neutral	No impact	Neutral
Pregnancy and Maternity	No impact	Neutral	No impact	Neutral

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Source of Outline Evidence to support judgements
Service user satisfaction rates
Qualitative data (analysed against the protected characteristics) which provides evidence about current services users experience accessing the service.
Qualitative data gathered from those that are not currently using the service.
Assessment process
SSWB Act 2014
Census information (Daffodil)
Older advice progression model and assessments.

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: *Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.*	The savings requirements does link to the way clients will expect to have services delivered in the future	Good	Information to manage and minimise any negative public views that changes may create. .	Good
Collaboration: *Working with others in a collaborative way to find shared sustainable solutions.*	Work with 3rd sector to ensure they continue to develop community services that can be used to support the client and reduce the requirement of council services Leisure centres/Libraries and regeneration to provide accessible facilities for our population	Good	Community Connectors in PPD and team to utlise the public PCC website/ DEWIS and Powys Info Engine Ongoing use of S33 to ensure better LHB engagement, and link to integration plans	Very Good
Involvement (including Communication and Engagement): *Involving a diversity of the population in the decisions that affect them.*	Through this project people will have influence and control over what they need, making decisions about where they live in the future as an equal partner.	Good	Integrated assessment and "what matters conversation"	Good
Prevention: *Understanding the root causes of issues to prevent them from occurring.*	To improve community resilience and enablement through choice, self-direction	Good	Reablement to utilise assistive technology/ community networks and access to the community connectors. Reablement helps to mitigate the need for traditional care services	Good

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Integration: *Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.*	The project is aimed at making efficiency saving, alongside changing the demand for residential, which we know the public want and work will be done to minimise any negative impact on individuals	Good	High quality efficient and effective services that are purposeful and focus on impact and outcomes. Engaging with the citizen by building social capacity both in the individual and community. Equity of access – ensuring that the resource requirement and true service cost is fully understood. Partnership and collaboration which are essential with key partners, especially use of health staff	Good
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	No impact	Neutral	unknown	Neutral
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	This project will provide care for clients and also ensure support through respite and community support delivers the need of the carer	Neutral	Carers assessments are offered and signposting to Credu	Good
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Safeguarding continues to be at the forefront of all decisions made to ensure that people are safe within their own homes.	Neutral	Question asked as part of the assessment All staff trained in adult safeguarding and domestic violence	Neutral
Impact on Powys County Council Workforce	No impact	Neutral	No impact	Neutral
Source of Outline Evidence to support judgements				

E learning and training records of staff
Welsh Government data statistics
Integrated assessments

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8. Achievability of proposal?

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

Mitigation		
This project is unlikely to deliver the planned savings, because work has been done to challenge the level of savings suggested in the PeopleToo plan.		
This project will evidence significant cost avoidance by preventing future care demands, and will support some reduced care packages, but this saving at most is likely to be £100k far less than the original proposal		

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

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Domicillary care provision brokerage system is not rapid enough for the exit from reablement to longer term support. Available of capacity to provide the support in difficult areas No nominated provider of last resort In-house Domicllary care holding packages other providers could deliver	High	**Help support the recruitment process and develop the college training programme, weekly monitoring to assess risk** **Create a service of last resort**	Medium
Risk that savings won't be delivered	Very High	**No mitigation as the original proposal has flawed calculations. We need to consider alternative project to bridge the gap**	High
Capacity – may not be suitable to attend reablement and improve	High	**No mitigation**	High
Significant issues with PtHB and delivery of OT services to support Reablement	High	**Section 33 board meetings to ensure conversations and solutions**	medium
Cultural change required across organisations to maximise utilisation of reablement approaches	High	**IPRs and what matters conversations in assessment** **PPD signposting / community connectors**	medium

Overall judgement (to be included in project risk register)			
Very High Risk	**High Risk**	**Medium Risk**	**Low Risk**
	x		

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

Action	Target Date	Outcome	Decisions made
Clients access reablement	Already commenced	Clients improved so require less intense support through home care or care home	Budget decisions needed on more OT and care support for the team
Additional staffing	April 2018	More staff to facilitate more client throughput	Budget decisions through the FRM
Portfolio Holder decision required	No	**Date required**	
Cabinet decision required	Yes	**Date required**	
Council decision required	No	**Date required**	

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

	2018-19				2019-20				2020-21			
Support Requirements	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
FRM bid for 20 hours a week for 12 home care staff	51k	51k	51k	51k								

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12. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:	
Reablement savings are part of the budget saving plan in 2017/18 and members will be aware of the difficulty in delivering the level of saving expected, as most of the improvements from the service is cost avoidance		

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

What additional evidence and data has informed the development of your proposal?
People too report Dashboards of reablement

14. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Monitoring the expenditure Powys Insight centre data on discharge summaries Collaborative planning Monthly management team
Please state when this Impact Assessment will be reviewed.
Quarterly as part of the SIP process

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Hazel Jukes		
Head of Service:	Jen Jefferies (interim)		
Strategic Director:	Phil Evans		
Portfolio Holder:	Cllr Stephen Hayes		

16. Governance

Decision to be made by	Portfolio Holder	Date required	

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FORM ENDS

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Service Area	HTR	**Head of Service**	Nigel Brinn	**Strategic Director**	Paul Griffiths	**Portfolio Holder**	Cllr Liam Fitzpatrick Cllr Phyl Davies Cllr Aled Davies

18/19-19/20 HTR Transformation Programme	18/19-19/20 HTR Transformation Programme

Outline Summary

At the last meeting of the HTR Commissioning Board on 15 September 2017, Members decided not to progress with transferring HTR services into a Wholly Owned Company at this point in time. Members recognised the need for transformation within the HTR service to deliver significant financial savings and improve service quality. It was agreed that the HTR services be retained in house and a transformation programme be established and progressed with immediate effect.   In addition, it was agreed that the HTR Commissioning Board would transition to become the HTR Transformation Board.

A draft programme has been developed to provide an illustrative view of the scope and scale of the proposed HTR Transformation Programme. The proposed programme is high-level at this stage. However, a considerable amount of work has been undertaken already to provide a solid foundation for the HTR Transformation Programme including the development of Service Strategies, Financial Improvement Plans and financial modelling.

Members agreed that they did want to proceed with the proposed Transformation Programme and detailed service improvement plans have been developed for each of the work streams drawing on the existing strategies. The proposed work streams are:

- Operations
- Commercialisation
- Finance and Procurement
- Organisational Development and Design
- People and Productivity
- Digital Transformation

As discussed and recognised at the previous HTR Commissioning Board, there is an imperative to progress with the Transformation Programme immediately given the existing financial pressures within the service, and the wider financial position of the Council. For this reason the HTR Transformation Programme includes activities that can start immediately, or are already underway, as well as initiatives that will take longer to plan and implement.

The programme is currently profiled over the next two years, although can be extended over the next four years to complement the Medium Term Financial Plan.   The draft programme currently reflects the financial modelling that was undertaken for the 'Modified In House' option and assumes that 60% of the benefits will be achieved.

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1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£700k to 1m	£700k to 1m	£	£	£	£

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)		No

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

Version	Author	Job Title	Date
1	Nichola Davies	HGSS Project Officer	25/7/16
2	Nichola Davies	HGSS Project Officer	24/8/16
3	Nichola Davies	HGSS Project Officer	16/11/16
4	Nichola Davies	HGSS Project Officer	04/01/17
5	Nichola Davies	HGSS Project Officer	24/11/17
6	Lisa Griffiths	Snr Mgr Business Change	05/01/18

4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting) PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY
There is a need for support from central services to enable the transformation programme to succeed. Discussions are ongoing to secure officer support. Where there is a lack of resource and/or specialist knowledge/experience, this will be covered by the appointment of an external consultancy. Identified at the moment is the need for consultancy support for OD and Commercial work streams and for implementation of any digital transformation initiatives.

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Service Area informed:	• Commercialisation • Finance and Procurement • Organisational Development and Design • People and Productivity • Digital Transformation	Contact Officer liaised with:	• Nichola Williams • Jane Thomas/Vince Hanly • Sarah Powell • John Bevan/Lorna Simpson • Andrew Durant
Mitigation			
Appointment of an external consultancy to support the transformation programme.			

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

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy **We will develop a vibrant economy**	Maintaining and growing the essential services that keep the county running and operating efficiently.	Neutral	Improving connectivity across the county. Increasing the number of contracts run by the service and involving local contractors where possible. Increasing income by developing/increasing commercial opportunities.	Good
Health and Care **We will lead the way in effective, integrated rural health and care**	No Impact	Choose an item.		Choose an item.

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Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Learning and skills **We will strengthen learning and skills**	The council is keen to support apprenticeships to help young people to attain qualifications and work experience in their chosen field of work. The service area is keen to invest in its current work force by offering training and development where appropriate.	Good	Apprentice opportunities within the service area. The Apprenticeship Policy	Very Good
Residents and Communities **We will support our residents and communities**	Maintaining excellent essential services, public space and public access routes.	Neutral	Improving and increasing the range of essential services available to the public.	Good
Source of Outline Evidence to support judgements				

- Full Business Case
- Customer feedback
- Residents surveys
- Risk and Incident Registers
- The Apprenticeship Policy

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	The council is keen to support apprenticeships to help young people to attain qualifications and work experience in their chosen field of work. The service area is keen to invest in its current work force by offering training and development where appropriate.	Unknown	Apprentice opportunities within the council. The transportation project may also enable greater opportunity to develop new skills. The Apprenticeship Policy	Good
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Choose an item.		Choose an item.
A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	No impact	Choose an item.		Choose an item.
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	No impact	Choose an item.		Choose an item.
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	No impact	Choose an item.		Choose an item.
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				

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Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language	No impact	Choose an item.	Choose an item.
Opportunities to promote the Welsh language	No impact	Choose an item.	Choose an item.
Welsh Language impact on staff	No impact	Choose an item.	Choose an item.
People are encouraged to do sport, art and recreation.	No impact	Choose an item.	Choose an item.
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).			
Age	No impact	Choose an item.	Choose an item.
Disability	No impact	Choose an item.	Choose an item.
Gender reassignment	No impact	Choose an item.	Choose an item.
Marriage or civil partnership	No impact	Choose an item.	Choose an item.
Race	No impact	Choose an item.	Choose an item.
Religion or belief	No impact	Choose an item.	Choose an item.
Sex	No impact	Choose an item.	Choose an item.
Sexual Orientation	No impact	Choose an item.	Choose an item.
Pregnancy and Maternity	No impact	Choose an item.	Choose an item.
Source of Outline Evidence to support judgements			

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• Full Business Case
• Customer feedback
• Residents surveys
• Risk and Incident Registers
• The Apprenticeship Policy

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: *Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.*	If we fail to transform the HTR service and it fails to meet its savings target there will be an impact on sustainability and future delivery of services. This will include reducing service delivery or stopping the delivery of some services. The failure to achieve the savings targets could also result in a need to make some redundancies.	Unknown	Ongoing monitoring of the development and delivery of the proposals made by the Transformation Programme will be carried out.	Good
Collaboration: *Working with others in a collaborative way to find shared sustainable solutions.*	The service is exploring new ways of working via the Transformation Programme.	Unknown	Ongoing monitoring of the development and delivery of the proposals made by the Transformation Programme will be carried out.	Good
Involvement (including Communication and Engagement): *Involving a diversity of the population in the decisions that affect them.*	Keep staff and stakeholders informed with the progress of the programme. Enable staff to be involved in the development and implementation of new proposed initiatives.	Good	Staff engagement workshops are regularly held. Staff intranet page 7995 kept up to date. Articles in staff magazine. Regular HoS updates via email	Good
Prevention: *Understanding the root causes of issues to prevent them from occurring.*	The council must ensure service provision continues for statutory services.	Good	Ongoing analysis of the proposals made by the Transformation Programme will be carried out.	Good

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Integration: *Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.*	The HTR service will ensure the objectives of the transformation programme comply with the well-being goals where applicable.	Unknown	There is a possibility the transformation proposal will result in a growth in job opportunities and an opportunity to develop new skills.	Good
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	The council is keen to support apprenticeships to help young people to attain qualifications and work experience in their chosen field of work. The service area is keen to invest in its current work force by offering training and development where appropriate.	Unknown	There is a possibility the transformation proposal will result in a growth in job opportunities and an opportunity to develop new skills.	Good
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	No impact	Choose an item.		Choose an item.
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	No impact	Choose an item.		Choose an item.
Impact on Powys County Council Workforce	The whole of the HTR workforce will be affected by this programme.	Unknown	Staff will be fully involved in the development and implementation of proposed new initiatives.	Good
Source of Outline Evidence to support judgements				

- Full Business Case
- Customer feedback
- Residents surveys
- Risk and Incident Registers
- The Apprenticeship Policy

8. Achievability of proposal?

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

Mitigation
Proposed outcomes from the Full Business Case indicate a very positive opportunity to achieve short to medium term financial savings targets. Longer term targets will be harder to achieve if the service is unable to transform arrangements to operate competitively and to apply a more effective commercial approach to its service delivery and potentially an opportunity to grow the service. If internal operating arrangements and corporate governance arrangements cannot be transformed, the mitigation to achieve savings may require cuts to service delivery.

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

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
The £1.8m savings will not be achieved in total by the revised deadline of 19/20. The service will need to reduce the range and volume of services it currently carries out. This may impact negatively on statutory targets.	High	A stretch target has been agreed and it is hoped this will increase the potential financial outcome for 18/19. Service Managers and Finance are setting out the tasks/ initiatives that will be worked on to achieve the stretch target. Progress will be reviewed monthly by the Programme Board.	Medium
Corporate support functions are unable to supply enough resource to support the transformation programme to successfully achieve its targets and benefits.	High	It is likely MoC funding will be required to enable the support functions to supply adequate resource to the transformation programme.	Medium
Further savings required beyond 19/20 cannot be achieved by the service.	Medium	There are a number of unknown outcomes at the moment i.e. resource commitments to support the programme, internal staff and consultancy. The scale of any future savings targets for the HTR service.	High

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

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

Action	Target Date	Outcome	Decisions made
Not yet identified			
Portfolio Holder decision required	Choose an item.	**Date required**	

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Cabinet decision required	Choose an item.	**Date required**	
Council decision required	Choose an item.	**Date required**	

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

	2018-19				2019-20				2020-21			
Support Requirements	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Financial Contractor John Baker				✓	✓	✓	✓					
Business Development Consultant Penny Sharp (Transformation Programme Manager)				✓	✓	✓	✓					
Project Officer (fixed term up to 2 years)				✓	✓	✓	✓	✓	✓	✓	✓	
OD Officer (to be supported by Penny Sharp)				✓	✓	✓	✓	✓	✓	✓	✓	
HR Officer				✓	✓	✓	✓	✓	✓	✓	✓	
ICT Officer				✓	✓	✓	✓	✓	✓	✓	✓	
Procurement Officer				✓	✓	✓	✓	✓	✓	✓	✓	

12. Overall Summary and Judgement of this Impact Assessment?

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

As discussed at previous Board meetings, delivering and sustaining a major transformation programme will be dependent on a number of Critical Success Factors being met:

- Commitment at all levels of the Council

- Operational autonomy and delegated authority

- Strong management team with capacity and right skills

- 3 to 5 year strategy giving a longer term view

- Portfolio approach to savings, income and risk

- Accountability, obligation and responsibility for delivering benefits

- Creation of environment for collaboration and extended trading

- Strong commercial focus starting with understanding of costs, performance and delivery specification and then opportunities to grow through third party spend insourcing, trading and collaboration.

- Development of systems and processes that support cost, sales and cash flow management rather than the budget management and payment processes traditionally associated with local authorities.

- Management of Change investment to support the transformation programme.

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

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

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Full Business Case
Governance Structure
Programme Terms of Reference
Transformation Programme Plan
Programme Highlight Report & Risk Register
Programme Board Report
Benefits Criteria
Minutes of programme board meetings & Decision and Issues Register

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14. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Programme Board
Service Management Team (MTFS Programme/Project Monitoring Meetings)
Please state when this Impact Assessment will be reviewed.
Quarterly - April 2018, July 2018, October 2018, January 2019.

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Lisa Griffiths		
Head of Service:	Nigel Brinn		
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr. Liam Fitzpatrick
Cllr. Phyl Davies		

16. Governance

Decision to be made by	Portfolio Holder	**Date required**	December 2017

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FORM ENDS

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This **Impact Assessment (IA)** toolkit, incorporating Welsh Language, Equalities, Well-being of Future Generations Act, Sustainable Development Principles, Communication and Engagement, Safeguarding, Corporate Parenting, Community Cohesion and Risk Management, supporting effective decision making and ensuring compliance with respective legislation.
Please read the accompanying guidance before completing the form.
Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 6 years.

Service Area	Youth Service	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Rachel Powell
Proposal		1819-13 Restructure of Powys Youth Service					
Outline Summary / Description of Proposal							

Remodel service to create a universal service that is primarily delivered through the community and third sector enterprises, with the County Council directly delivered provision focussed on hard to reach groups and interventions for those young people of most need/vulnerable. Commission services that can be delivered by others. This will also mean a review of building ownership and occupation, with emphasis on how services are provided and supported, rather than an approach that centres on specific buildings.

1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£220,000	£	£	£	£	£220,000

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
No consultation required (please provide justification)		Yes

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

Version	Author	Job Title	Date
V1	Mike Griffiths	Senior Manager, youth support services	15th October 2015
V2	Mike Griffiths	Senior Manager, youth support services	15th October 2015
V3	Stuart Mackintosh	L&R Services Manager	28/10/15
V4	Stuart Mackintosh	L&R Services Manager	26/10/2017

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY

- The work of the youth service supports the Children &Young People's Partnership early intervention and prevention agenda and the priorities within the Community Safety Partnership.
- A reduction in extent of youth worker provision that supports schools in delivery of informal/non-formal learning has the potential to impact on educational outcomes for some young people.
- Impact on people/organisations using current youth service buildings (assuming they are transferred to others or closed), for example the Pupil Referral Unit, a range of voluntary sector services such as Young Carers and the YFC. However, these organisations may choose to take on building occupation directly or in partnership with others. The Council would provide support in seeking out alternative venues were appropriate.

Service Area informed:	CYPP	Contact Officer liaised with:	Shelly Davies
Mitigation			

Youth service will meet with CYPP to discuss joint working possibilities.
Extension of the partnership work with the Urdd, increasing the Welsh language provision, to include transition work, work with the primary and secondary schools across the county.
Meetings are being held with a variety of agencies within each community area to find suitable accommodation to deliver a range of youth work activities. The move to community based youth work will enable those young people who currently don't access the service to meet youth workers and be signposted to other agencies that can help them become active citizens in their community.

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

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy **We will develop a vibrant economy**	The reduced funding available may lead to reduction in the range of informal/non-formal learning activities and opportunities for young people. Likely reduction in the opportunities to engage with a youth worker for mentoring, support and guidance, particularly in informal settings. The voluntary sector will deliver a range of projects and activities, although specific delivery details have yet to be determined and developed.	Poor	Youth Service to provide advice and support to enable, including providing grants and sourcing same to ensure third party delivery (areas to include safeguarding, training, accreditation, planning and resources).	Neutral
Health and Care **We will lead the way in effective, integrated rural health and care**	As Above	Poor	As Above	Neutral

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Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Learning and skills **We will strengthen learning and skills**	As Above	Poor	As Above	Neutral
Residents and Communities **We will support our residents and communities**	As Above	Poor	As Above	Neutral

Source of Outline Evidence to support judgements
2 pieces of work currently being commissioned: 1) capability mapping exercise being delivered by PAVO; 2) options appraisal for future delivery of youth services being delivered by ARAD Education Consultancy, this giving a wider perspective on alternative models that have been/are being developed across England and Wales.

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Potential for reduction in accredited opportunities. Potential lack of re-engagement of more vulnerable young people with a range of services.	Poor	Explore supporting third party delivery to accredit work, where there is an appetite to do so (although there is an expectation that this will be at a reduced level compared to current levels). A reduced level of youth worker support will be retained but presence in schools to be strengthened to ensure support is directed at those identified as most in need of support. The Service anticipates developing bespoke solutions with the third sector to best suit locality, needs of the community and organisation commissioned to deliver the support/projects.

Two proposed partnership projects are being prepared to apply for funding for from Welsh European Funding Office (ESF funds) to strengthen targeted support for the most vulnerable. If successful, this will partly offset the proposed levels of service reduction and strengthen direct in-school youth support for young people. | Neutral |
| **A resilient Wales:** A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change). | Opportunities to deliver informal/non-formal learning experiences around the environment, culture and building resilience to change in the community and world the young people live in. May require identification of funds to enable young people to travel and experience different cultures and environments | Neutral | The service will discuss this with the 13 secondary schools and identify opportunities for young people to access a range of activities and learning experiences. | Neutral |

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A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	Likely reduction in contact time with youth workers. Potential for fewer young people (and their families) in need being identified at an early stage for signposting and referral to other support services. Potential for reduction in the range of activities provided for young people (citizenship, sports, arts, health) which supports physical and mental wellbeing. Potential for some young people to feel excluded from having access to a 'safe' space outside the family setting and becoming socially excluded.	Neutral	The Service will fully explore supporting and developing third party/third sector delivery of projects and activities, and to identify funding within its means to do so. A reduced level of youth worker support will be retained but presence in schools to be strengthened. Two proposed partnership projects are being prepared to apply for funding for from Welsh European Funding Office (ESF funds) to strengthen targeted support for the most vulnerable. If successful, this will partly offset the proposed levels of service reduction and strengthen direct in-school youth support for young people.	Neutral
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Fewer activities may result in young people 'hanging around', leading to actual perceived fear of crime/anti-social behaviour or young people themselves feeling/being unsafe. Reduced range of citizenship and community activities, disassociation from strategic operations such as Operation Bang (a joint project between Police and youth service to reduce anti-social behaviour during Halloween and Fireworks night) and Teen Drive (a joint project between Road Safety and the youth service to encourage positive driving behaviour).	Neutral	The Service will fully explore supporting and developing third party/third sector delivery of projects and activities, and to identify funding within its means to do so. A reduced level of youth worker support will be retained but presence in schools to be strengthened.	Neutral
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	Potential of reduction in delivery of curriculum activities concerned with citizenship, international exchanges, information and advocacy.	Poor	The Service will fully explore supporting and developing third party/third sector delivery of projects and activities, and to identify funding within its means to do so. A reduced level of youth worker support will be retained but presence in schools to be strengthened.	Poor
A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.				

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Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language	With reduced resources, there is potential for fewer opportunities for young people to meet socially or access projects and activities will result in fewer opportunities to use the Welsh language There will be a reduction in overall level of youth service provision but the intention is to continue to engage with youth workers in the language of their choice, it will result in fewer opportunities to use the Welsh language.	Poor	Explore supporting third party organisations that deliver projects and activities through the medium of Welsh (e.g. Urdd). A reduced level of youth worker support will be retained but presence in schools to be strengthened to ensure core support for the most at risk and vulnerable. Explore supporting third party organisations that deliver projects and activities through the medium of Welsh (e.g. Urdd). A reduced level of youth worker support will be retained but presence in schools to be strengthened.	Poor
Opportunities to promote the Welsh language	The Urdd have been previously commissioned to support delivery of youth related activity for young people. Commissioning would still be undertaken.	Poor	Explore supporting third party organisations that deliver projects and activities through the medium of Welsh (e.g. Urdd). A reduced level of youth worker support will be retained but presence in schools to be strengthened.	Neutral
Welsh Language impact on staff	Encourage staff to take up the 'learning welsh' opportunities provided by PCC.	Good	Capacity will be an issue, with many of the youth workers working part-time hours. Staff may consider attending in their own time and this would be an option to enable them to learn the language.	Poor
People are encouraged to do sport, art and recreation.	The YFC, Urdd are commissioned to deliver sport, art and recreation activities.	Poor	The Service will fully explore supporting and developing third party/third sector delivery of projects and activities across the county and likely to include a wide range of partners; to identify funding within its means to do so. A reduced level of youth worker support will be retained but presence in schools to be strengthened.	Neutral
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
Age	Service for 11 – 25 year olds with focus on 13 – 19. Potential of reduced contact time with youth workers resulting in fewer young people (and their families) in need being identified for signposting and referral to other support services. Potential reduction in the range of positive activities provided, (citizenship, sports, arts, health) which supports YP physical and mental wellbeing. Access to other young people, having a safe space outside the family setting and being socially included may be impacted upon. Young people in any of the protected characteristic groups needing 121 or targeted support as a member of that group will continue to be supported.	Poor	The Service will fully explore supporting and developing third party/third sector delivery of projects and activities across the county and likely to include a wide range of partners; to identify funding within its means to do so. A reduced level of youth worker support will be retained but presence in schools to be strengthened.	Poor
Disability	As above	Poor	As above	Poor

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Gender reassignment	As above	Poor	As above	Poor
Marriage or civil partnership	As above	Poor	As above	Poor
Race	As above	Poor	As above	Poor
Religion or belief	As above	Poor	As above	Poor
Sex	As above	Poor	As above	Poor
Sexual Orientation	As above	Poor	As above	Poor
Pregnancy and Maternity	As above	Poor	As above	Poor

Source of Outline Evidence to support judgements
2 pieces of work currently being commissioned: 1) capability mapping exercise being delivered by PAVO. 2) Options appraisal for future delivery of youth services being delivered by ARAD Education Consultancy.   New delivery model/service structure (review to be undertaken and finalised).

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

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

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Long Term: *Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.*	It is anticipated that there will still be a need for youth provision to support YP in most need and provide a range of informal, non-formal learning and recreational activities. Without long term planning information and indicative funding levels it is difficult to anticipate the level of change. Currently awaiting outcome of research indicated in column 5 to inform the long term sustainability of third sector delivery.	Poor	Carry out some long term, generational, decadal planning, review census data, etc. The broad approach being planned, is to seek out new opportunities and work closely with community groups and third sector to delivery youth-based activities and work across the county. The core role in supporting the most in need of Youth worker support will be strengthened, with staff based in High Schools. An ESF bid is being prepared for submission in partnership with others, to further develop this. The Service will support and commission others in providing opportunities for young people, with a much reduced reliance or emphasis upon this relying on a static, service-owned, building.	Neutral
Collaboration: *Working with others in a collaborative way to find shared sustainable solutions.*	Until the research has been completed it is unclear the extent of the collaboration possible although it will be actively explored.	Neutral	Reduced service-officer time will be offset by the intention to actively engage with partners, through commissioning of services or grant support for projects and other forms of support to young people.	Neutral
Involvement (including Communication and Engagement): *Involving a diversity of the population in the decisions that affect them.*	Intention to continue to actively engage with stakeholders, partners and service users and to maximise technology to do so.	Neutral	Ensure that all existing and new partners are actively involved in consultation, participation and planning.	Neutral

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Prevention: *Understanding the root causes of issues to prevent them from occurring.*	Potential for reduced contact time with professional youth workers resulting in fewer young people (and their families) in need being identified for signposting and referral to other support services. Possibility of reduction in the range of positive activities sought out by young people, (citizenship, sports, arts, health) which supports YP physical and mental wellbeing. Access to other young people, having a safe space outside the family setting and being socially included may be impacted upon. Greater emphasis on 'signposting' of activities, to tackle potential for young people 'hanging around', leading to actual perceived fear of crime/anti-social behaviour or young people themselves feeling/being unsafe. Clear need to ensure new ways of working provide for the range of ways in which young people chose to engage with their peers and society.	Neutral	The Service will fully explore supporting and developing third party/third sector delivery of projects and activities across the county and likely to include a wide range of partners; to identify funding within its means to do so. A reduced level of youth worker support will be retained but presence in schools to be strengthened.	Neutral
Integration: *Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.*	As Above	Neutral	As Above	Neutral
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	As in earlier sections, it is predicted that a reduction in the range of support & opportunities for young people may have a negative impact on health, education and well-being outcomes without developing alternative strategies within the means available to do so.	Poor	The Service will fully explore supporting and developing third party/third sector delivery of projects and activities across the county and likely to include a wide range of partners; to identify funding within its means to do so. A reduced level of youth worker support will be retained but presence in schools to be strengthened.	Poor

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	There will be the opportunities to engage with a community based youth worker.	Good	Partnership work and joined-up approach to working with young people.	Good
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Potential for reduction in open access provision, which could lead to fewer opportunities for young people to develop trusting relationships with youth workers, potentially resulting in fewer disclosures of abuse and neglect. Alternatives may be less successful in highlighting such issues.	Poor	Although there will be a potential increase in range of recreational opportunities for young people commissioned/procured by the voluntary youth sector, there will inevitably be a reduction in young people having access to a suitably qualified and experienced youth worker. Guidance and training, plus signposting to School-based youth worker provision will form part of any new way of working and commissioning.	Good
Impact on Powys County Council Workforce	Making staff redundant, therefore decreasing the youth service skilled workforce.	Poor	Follow management of change process and commission the Urdd and YFC to cover the rural areas and the welsh language youth work.	Good

Source of Outline Evidence to support judgements
2 pieces of work currently being commissioned: 1) capability mapping exercise being delivered by PAVO 2) options appraisal for future delivery of youth services being delivered by ARAD Education Consultancy.

8. Achievability of proposal?

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

Mitigation
Researching and application for external funding for holiday programmes. Low cost or no-cost delivery sites, where youth workers can provide the voluntary informal, non-formal engagement. Working in partnership with other agencies to ensure gaps are plugged and young people are supported across the county.

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

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
From the viewpoint of the current professional youth service, seeking new ways of delivering activities and support for young people does come with inherent risks, particularly for those young people who do not easily conform to society's expectations of rules and regulations, or are at risk from harm, and where developing a relationship with a qualified youth worker in casual/relaxed settings can be significant. The Service will need to develop opportunities for young people in new ways, and ensure that adequate provision is sought out through the third sector and local communities. The model of operating out of static youth centre buildings has been a known way of working for open access work, and working with others to provide broad open access provision is less certain and understood, and will require effort in working with others to ensure effectiveness. It is noted however that long-term ownership and occupation of static buildings is not a sustainable and affordable option in any event. A statutory function of local authorities is a requirement under section 123 of the Learning & Skills Act 2000 and Youth Support Service Direction (Wales) 2002. The directions specify the duty placed upon local authorities to provide or secure, in partnership with the voluntary sector, a 'high quality Youth Service'. The ability to meet national priorities such as the Youth Engagement & Progression Framework, Tackling Poverty agenda, Youth Work in Wales strategy. The youth service in Powys has traditionally sought to deliver and directly manage a range of targeted and non-targeted youth provision. The degree of joint working with the third sector and others, and for commissioned work will have to be significantly strengthened and new ways of service delivery sought out. The effectiveness of this new approach has yet to be tested in Powys. The local authority Youth Service is part of the Estyn inspection framework 'Local Authority Education Service for Children and Young People'.	Medium	Need to await outcomes of the research commissioned from ARAD Education Consultants and PAVO as described within this assessment.	Medium
	Choose an item.	To develop new partnerships and commissioning of services with the third sector and local communities	Medium

	Choose an item.	To restructure the current service to take into account the need to pursue a commissioning approach, and pursue an effective grant and SLA-led approach in delivering this.	Medium
		To seek approval for submission and receipt of grant support from the ESF in strengthening the core school-based youth worker provision.	Medium

Overall judgement (to be included in project risk register)			
Very High Risk	**High Risk**	**Medium Risk**	**Low Risk**
	X		

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

Action	Target Date	Outcome	Decisions made
Restructure of Powys Youth Service	November 2017 – January/February 2018	Redesigned Youth Service	Report has been through Cabinet October 2017
Portfolio Holder decision required	Yes	**Date required**	Agreed October 2017
Cabinet decision required	Yes	**Date required**	Agreed October 2017
Council decision required	Yes	**Date required**	

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

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

Cyngor Sir Powys County Council
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12. Overall Summary and Judgement of this Impact Assessment?

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

Young people will continue to have access to qualified youth workers who can provide advice, guidance and mentoring, however there will be reduced opportunities to access this support.

The service budget reduction has the potential to result in fewer opportunities for young people to engage in a range of informal and non-formal learning opportunities.

The Service will seek out all and any appropriate and effective means to deliver good quality opportunities for young people, and ensure that targeted work for those most at possible risk or disengaged from society remains at the core of directly provided work. A grant bid is being pursued to strengthen this approach.

As part of a service redesign it will pursue an exit strategy from direct owner/occupation of most or all of its specific building stock, and instead procure access to venues as and where necessary to deliver the service.

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

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

14. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Outcomes received, of the research commissioned from ARAD Education Consultants and PAVO as described within this assessment - December 2015. To develop new partnerships and commissioning of services with the third sector and local communities – Ongoing. To restructure the current service to take into account the need to pursue a commissioning approach, and pursue an effective grant and SLA-led approach in delivering this – Commission approach not being pursued. To seek approval for submission and receipt of grant support from the ESF in strengthening the core school-based youth worker provision – Initial grant received April 2017 – September 2018, further funding ongoing.
Please state when this Impact Assessment will be reviewed.
Continuous review through restructure process.

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Helen Quarrell		

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Head of Service:	Stuart Mackintosh		23/11/2017
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr Rachel Powell		

16. Governance

Decision to be made by	Cabinet	Date required	October 2017

FORM ENDS

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

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 6 years.

Service Area	Libraries	Head of Service	Stuart Mackintosh	Strategic Director	Paul Griffiths	Portfolio Holder	Cllr Rachel Powell
Proposal		1819-17 - MTFS target for 2018/2019 - £125k To achieve efficiency savings through securing partnership working to deliver branch libraries. Decommissioning of libraries where no community partnership solution can be found to enable a continued service and budget reductions.					

Outline Summary / Description of Proposal
In February 2016, informal cabinet asked the service to explore options around the future of the library service, through co-location, consultation and community conversations to try to realise 50% of the local controllable running costs of 11 branch libraries in smaller towns across the county. Since then, the library service has been using the commissioning cycle to develop and trial ways of minimising costs and maximising benefits for residents through new ways of working, colocations and community partnerships, to deliver Powys 2025 Vision outcomes, meet Welsh Government requirements for a statutory library service, support Well-being goals and achieve £125,000 efficiency savings target by 30/03/2019. Where no solution can be found, there will be no alternative but to close branch libraries in order to achieve budgetary savings, and this is the focus of this impact assessment.

1. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£125,000	£	£	£	£	£125,000

2. Consultation requirements

Consultation Requirement	Consultation deadline	Feedback considered
Public and Staff consultation required	Public and staff consultation was completed in 2016	Yes

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

Version	Author	Job Title	Date
V1	Kay Thomas	Principal Librarian	7th August 2016
V2	Kay Thomas	Principal Librarian	26/10/2017
V3	Kay Thomas	Principal Librarian	27/12/17

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4. Impact on Other Service Areas

Does the proposal have potential to impact on another service area? (Including implication for Health & Safety and Corporate Parenting)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY
Wide impact – loss of branch libraries would impact on the Schools Service, Social Care, Customer Services, Income and Awards, Housing, Recycling, Transport, Cleaning service

Service Area informed:	Services above	Contact Officer liaised with:	Service Officers – Gareth Jones (Schools Service), Dominique Jones (Social Care), Kelly Watts (Customer Services), David Morris (Income and Awards), Simon Inkson (Housing), Nigel Brinn, Ian Harris and John Forsey (Recycling and Transport), Cheryl Leighton and Ian Hammond (cleaning services)

Mitigation
To work with local communities and services to secure ongoing commitment to retaining branch libraries, and associated functions through local arrangements.

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

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
The Economy **We will develop a vibrant economy**	The following benefits of branch libraries will be lost: Branch libraries draw people into town centres, which benefit the local shops and businesses. In addition, libraries support job seekers and self-employed/small businesses through the IT and information provision which offers supported access to jobseekers online and government gateways. Libraries will play an important role in the roll out of Universal Credit in Powys. Reduction in the library service provided by the authority will impact on statutory service delivery as reported to Welsh Government under the Welsh Public Library Standards framework, which encompasses core entitlements for residents of Wales	Very Poor	Where a branch library is closed, the mobile library will be used to provide a basic booklending service. Mobile libraries now operate on a monthly schedule of visits, and cannot offer any computer facilities or online services or access to council services in the way that branch library staff do. Mobile library service users in other smaller communities will have to lose their mobile library visits completely, in order to create capacity to visit new areas. Drop-off points or passing branches libraries to the community to run themselves with volunteers (the "Montgomery model") have the same limitations and negative impact on the beneficial outcomes of branch library service delivery. Bigger libraries in the main towns will be maintained, offering people the opportunity to access those. Investigation of library membership by branch used shows that a lot of travel does take place, however the elderly and very young and those without transport would still suffer detriment	Very Poor

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Council Priority	How does the proposal impact on this priority?	IMPACT **Please select from drop down box below**	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT **AFTER MITIGATION** **Please select from drop down box below**
Health and Care **We will lead the way in effective, integrated rural health and care**	There may be an impact in cases where a branch library had to close, with residents having more limited opportunity to access council services, literature and information. The library service is also Dementia Friendly and offers literature in support of this to those living with Dementia and their carers. Libraries are part of the Book Prescription Wales schemes for adults and children, so residents would be unable to collect titles prescribed by health colleagues locally. The library service works closely with Powys Health Promotion unit to widely disseminate campaign information to libraries across the county (e.g. measles vaccinations, or stop smoking campaigns). Public libraries have enabled people to access online cognitive behaviour courses prescribed for them. Activities in branch libraries have a positive impact on health and wellbeing, e.g. rhythm and rhyme sessions for parents and babies encourages bonding as well as a social network for peer support. Dementia reading aloud sessions have proven benefit, and groups such as book groups, knit and natter and poetry groups offer mental stimulus and social interaction to boost overall wellbeing.	Poor	Working closely with local communities and council services to take all reasonable efforts to secure on going service provision in local communities. The provision of a mobile library service will continue without change and would act a mitigation measure, but cannot offer the range of materials, access to any online resources, or same level of social activities.	Poor

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Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Learning and skills **We will strengthen learning and skills**	The following benefits of branch libraries will be lost: The library service supports learners of all ages and abilities through provision of quality resources and help with accessing and using those resources, including independent study space and providing a location for 1-1 tuition and courses. 76% of respondents in the adult library user survey said that the library has helped them to learn something new, and 48% said it helps them with education. "Access to Research" is an online service available through public library computers only, providing access to a huge UK collection of academic articles and papers (the terms of the agreement means that it is not available remotely via the library web pages). This is heavily used by researchers in Powys – usage statistics show that Powys was 5th in May and 3rd in June 2016, for usage, across the whole of the UK. Ancestry.com and FindmyPast local and family history online resources are similarly only available from library computers. Volunteer opportunities allow people to learn, practice and share skills locally in their community. Staff and volunteers provide sessions such as 1-1 computer support, coding, family learning through storytimes, Lego clubs, homework support etc. Literacy is developed for all ages e.g. through rhythm and rhyme and storytimes to book clubs and poetry groups and reading aloud for adults sessions.	Very Poor	Where a branch library is closed, the mobile library will be used to provide a basic booklending service. Mobile libraries now operate on a monthly schedule of visits, and cannot offer any computer facilities or online services or access to council services in the way that branch library staff do. Mobile library service users in other smaller communities will have to lose their mobile library visits completely, in order to create capacity to visit new areas. Drop-off points or passing branches libraries to the community to run themselves with volunteers (the "Montgomery model") have the same limitations and negative impact on the beneficial outcomes of branch library service delivery. Bigger libraries in the main towns will be maintained, offering people the opportunity to access those. Investigation of library membership by branch used shows that a lot of travel does take place, however those without transport would still suffer detriment, particularly children and young people, elderly and disabled.	Very Poor

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Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Residents and Communities **We will support our residents and communities**	Library services support residents to live fulfilled lives and to feel part of their community. 90% of respondents in the most recent adult library user survey said that their local library makes them feel part of their community, 99% find their library an enjoyable, safe and friendly environment, 91% said it makes them feel better, and 97% said that their library makes a difference to their lives. Closure of branch libraries will have a significant impact on these outcomes. Reduction in the library service provided by the authority will impact on statutory service delivery as reported to Welsh Government under the Welsh Public Library Standards framework, which encompasses core entitlements for residents of Wales.	Very Poor	Where a branch library is closed, the mobile library will be used to provide a basic booklending service. Mobile libraries now operate on a monthly schedule of visits, and cannot offer any computer facilities or online services or access to council services in the way that branch library staff do. Mobile library service users in other smaller communities will have to lose their mobile library visits completely, in order to create capacity to visit new areas. Drop-off points or passing branches libraries to the community to run themselves with volunteers (the "Montgomery model") have the same limitations and negative impact on the beneficial outcomes of branch library service delivery. Bigger libraries in the main towns will be maintained, offering people the opportunity to access those. Investigation of library membership by branch used shows that a lot of travel does take place, however the elderly and very young and those without transport would still suffer detriment.	Very Poor

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Source of Outline Evidence to support judgements
Adult library user survey data, Nov 2015
Results of public consultation, July 2016
List of services provided by branch libraries
Library usage data
"Libraries making a difference" Welsh Public Library Standards framework 5, 2014 – 2017
Libraries – bridging the digital divide. Libraries Wales 2016
Analysis of library membership postcodes 2016
Analysis of library usage by road zones 2013

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

Well-being Goal	How does proposal contribute to this goal?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	Closure of libraries would see the loss of the following contributions to this goal: Branch libraries already provide an efficient use of resources through the same materials and facilities being shared and used over and over by a multitude of users. Contributions to the local economy and learning as outlined above, plus work experience and volunteer opportunities in libraries develop skills for employability.	Very Poor	As for council priorities above – alternatives include use of the mobile library, drop-off points or volunteer run libraries, none of which provide the range of services or benefits currently offered by trained staff in a branch library.	Very Poor
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact	Neutral	Not relevant	Neutral

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A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.	Closure of libraries would see the loss of the following contributions to this goal: Visits to the library improve the health and wellbeing of residents, and reading boosts mental health, along with social interaction. Book prescription schemes and ready access to health information. 69% of respondents to the adult library user survey Nov 15 reported that the library had helped them with information about health matters, and 91% said that going to the library makes them feel better.	Very Poor	Use of mobile library visits, drop-off points or volunteer run libraries can offer some benefits, but not to the current level.	Poor
A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.	Closure of libraries would see the loss of the following contributions to this goal: 90% of respondents in the most recent adult library user survey said that their local library makes them feel part of their community, 99% find their library an enjoyable, safe and friendly environment, 91% said it makes them feel better, and 97% said that their library makes a difference to their lives.	Very Poor	Any library closures would impact on the service's ability to contribute to this goal. Mitigations in the form of the mobile library, drop-off points or volunteer run libraries would not be able to offer the same broad range of opportunities and outcomes.	Poor
A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	Libraries act as a Hub of information and communication with the wider world, and loss of any facility could potentially impact knowledge and understanding, and interaction with the wider world.	Poor	Any library closures would impact on the service's ability to contribute to this goal. Mitigations in the form of the mobile library, drop-off points or volunteer run libraries would not be able to offer the same broad range of opportunities and outcomes.	Poor

A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

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Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language	Currently provided through range of stock and resources, including Welsh speaking staff – these benefits were highlighted through the public consultation process. In the adult public library user survey Nov 2015, 6% of respondents overall said that their main language is Welsh, compared to 87% English. However, this varies considerably across the county cross reference branch data	Very Poor	Any library closures would impact on the service's ability to contribute to this goal. Mitigations in the form of the mobile library, drop-off points or volunteer run libraries may not be able to offer the same opportunities, depending on linguistic abilities.	Unknown
Opportunities to promote the Welsh language	Currently promoted by range of stock and associated activities in the Welsh language e.g. storytimes, Welsh classes, author visits. These opportunities could be lost if branch libraries close	Very Poor	Any library closures would impact on the service's ability to contribute to this goal. Mitigations in the form of the mobile library, drop-off points or volunteer run libraries may not be able to offer the same opportunities, depending on linguistic abilities.	Unknown
Welsh Language impact on staff	If staff are made redundant through this project, this could impact on Welsh speaking staff, and opportunities for the public to speak to staff in their language. (Welsh speaking levels of staff as at 7 July 2016: Level 0 – 9 staff Level 1 – 26 Level 2 – 12 Level 3 – 5 Level 4 – 3 Level 5 – 5)	Very Poor	Redeployment opportunities within the library service would be extremely limited, possibly within PCC as a whole. The need to have Welsh speaking staff is more crucial with the new Welsh Language Standards, but distances within Powys make redeployment more problematic	Unknown

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People are encouraged to do sport, art and recreation.	Libraries currently offer a wide range of opportunities for cultural, educational and recreational activities- 16,175 people attended library events in 2015/16. The range of activities and events offered, which meet a wide variety of strategic outcomes such as digital inclusion, literacy, health and wellbeing and support for the Welsh language, has been impressive in the context of reduced opening hours, and has been supported by partner organisations and volunteers. They are also required as core entitlements under the Welsh Public Library Standards and provide the cultural offer under the UK wide Universal Offers provided by library services.	Very Poor	Any library closures would impact on the service's ability to contribute to this goal. Mitigations in the form of the mobile library, drop-off points or volunteer run libraries may not be able to offer the same opportunities	Unknown
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				

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Age	The age breakdown of 62,151 registered library members shows the following: 0-4 years 1502 5 – 10 years 6116 11-13 years 3569 14-17 years 3792 18-59 years 28175 – update, see SS data 60+ years 16292 Not all registered members have given this information. Responses to service surveys generally show that the most frequent users are the very young, elderly and unemployed people, frequently the most vulnerable in our societies. This is also shown in the responses to the public consultation April – July 2016: Under 45 years: 19% of responses 45-64 years: 39% 65+: 42% and even more markedly in the responses to the adult public library user survey in Nov 2015, which showed 22% of respondents 75 years +, and 32% between 65-74 years. We can therefore conclude that any closure of libraries would impact heavily on older people. A survey of junior library members (7 - 16 years) was carried out in Oct 2016. 94% of respondents aged 7-11 years find their library to be a safe and enjoyable place to visit, and 61% feel it makes a difference to their lives. An overall rating of 9.1 out of 10 was given for the library service with this age group. With 11-16 year olds, 88% find the library safe and enjoyable, 55% said it makes a difference to their lives, and an overall rating of 8.5 out of 10 was achieved.	Very Poor	Where a branch library is closed, the mobile library will be used to provide a basic booklending service. Mobile libraries now operate on a monthly schedule of visits, and cannot offer any computer facilities or online services or access to council services in the way that branch library staff do. Mobile library service users in other smaller communities will have to lose their mobile library visits completely, in order to create capacity to visit new areas. Drop-off points or passing branches libraries to the community to run themselves with volunteers (the "Montgomery model") have the same limitations as the mobile library, and the same negative impact on the beneficial outcomes of branch library service delivery. For staff, if libraries close, redeployment opportunities within the library service are likely to be nil, and limited within PCC as a whole	Very Poor

	Staff data by age, as at July 16: Under 25: 1 25-34: 3 35-44 : 8 45-54: 25 55-64: 28 65-74: 4 Redundancies are likely to affect older staff more.			
Disability	Public consultation 2016: 23% of respondents stated that they have a long term disability or condition. Library service surveys frequently receive responses around mobility issues, and the inability of such residents to travel to bigger towns to access libraries. In the adult public library user survey, Nov 2015, 25% of respondents stated that they have a long term disability or condition, with 13% of those citing mobility issues, 9% hearing and 8% problems with stamina, breathing and fatigue. 4% cited each of vision, dexterity, mental health and memory issues.	Very Poor	Where a branch library is closed, the mobile library will be used to provide a basic booklending service. Mobile libraries now operate on a monthly schedule of visits, and cannot offer any computer facilities or online services or access to council services in the way that branch library staff do. Mobile library service users in other smaller communities will have to lose their mobile library visits completely, in order to create capacity to visit new areas. Drop-off points or passing branches libraries to the community to run themselves with volunteers (the "Montgomery model") have the same limitations as the mobile library, and the same negative impact on the beneficial outcomes of branch library service delivery.	Very Poor
Gender reassignment	No impact	Neutral	None needed	Neutral
Marriage or civil partnership	No impact	Neutral	None needed	Neutral
Race	In the adult library user survey Nov 2015, 89% gave their ethnicity as white, 2% other, and 9% declined to answer. No specific impact identified.	Neutral	None	Neutral
Religion or belief	No impact	Neutral	None	Neutral

Sex	The membership database shows that 23472 registered library members are male (38%), and 35811 are female (58%). Not all of the 62151 members have given this information. The interim analysis of the public consultation exercise, April – July 2016, also reflects that more females use the library service than males; 69% female 31% male This is confirmed again by the adult library user survey data: 64% responses female 30% male. Library Staff data as at July 2016: Male: 8 Female: 60 Library closures would impact more on females in the community and on the staff.	Very Poor	Where a branch library is closed, the mobile library will be used to provide a basic booklending service. Mobile libraries now operate on a monthly schedule of visits, and cannot offer any computer facilities or online services or access to council services in the way that branch library staff do. Mobile library service users in other smaller communities will have to lose their mobile library visits completely, in order to create capacity to visit new areas. Drop-off points or passing branches libraries to the community to run themselves with volunteers (the "Montgomery model") have the same limitations as the mobile library, and the same negative impact on the beneficial outcomes of branch library service delivery. For staff, if libraries close, redeployment opportunities within the library service are likely to be nil, and limited within PCC as a whole	Very Poor
Sexual Orientation	No impact	Neutral	None	Neutral

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Pregnancy and Maternity	No data, although anecdotal evidence in comments to surveys state that new parents enjoy coming to the library with their babies whilst on maternity leave. Parents who cannot drive also state that they find the local library a lifeline.	Very Poor	Where a branch library is closed, the mobile library will be used to provide a basic booklending service. Mobile libraries now operate on a monthly schedule of visits, and cannot offer any computer facilities or online services or access to council services in the way that branch library staff do. Mobile library service users in other smaller communities will have to lose their mobile library visits completely, in order to create capacity to visit new areas. Drop-off points or passing branches libraries to the community to run themselves with volunteers (the "Montgomery model") have the same limitations as the mobile library, and the same negative impact on the beneficial outcomes of branch library service delivery.	Very Poor

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Source of Outline Evidence to support judgements
Adult library user survey data, Nov 2015
Results of public consultation, July 2016
List of services provided by branch libraries
"Libraries making a difference" Welsh Public Library Standards framework 5, 2014 – 2017
Libraries – bridging the digital divide. Libraries Wales 2016
Impact of public libraries on the lives of older people. Society of Chief Librarians (Wales) 2014
List of services provided by branch libraries
Book Prescription Wales and Children and Families Book Prescription loan data
Public Libraries: health, wellbeing and social benefits report. Society of Chief Librarians Wales, 2012
Trent staff data
Welsh Public Library Standards return 2015/16
Universal offers poster

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

Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: *Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.*	It is important that the immediate budgetary pressures do not override the opportunity to develop long term planning and maintain/increase contribution to the wellbeing goals for the future. This is a significant risk. Opportunities to link with other PCC reviews and strategies in the longer term, with opportunities to improve services and outcomes for residents, could be lost through immediate budget pressure to achieve savings targets. Any library closures would impact on the service's ability to contribute to wellbeing goals in the future.	Very Poor	Continue to raise awareness of this risk with other officers, portfolio holder and cabinet members. Mitigations in the form of the mobile library, drop-off points or volunteer run libraries (whilst possibly better than nothing), would not be able to offer the same broad range of opportunities and outcomes as trained staff.	Very Poor

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Collaboration: *Working with others in a collaborative way to find shared sustainable solutions.*	The library service has a long history of working with partners to be able to deliver more, both within PCC and in the 3rd sector. This is a main premise in the current negotiations, and has the potential to build on the current base, for the benefit of residents – closure of libraries would negate this work	Poor	Mitigation would need to be considered and possibly developed, but it is difficult to see what this could be at present.	Unknown
Involvement (including Communication and Engagement): *Involving a diversity of the population in the decisions that affect them.*	A public consultation and engagement exercise has taken place from 15/04/16 – 03/07/16. The service routinely runs customer satisfaction surveys, as required by Welsh Government, on a 3 yearly cycle, and is featured in PCC's annual residents' survey. Staff consultation has also taken place.	Neutral	Regular consultation will be maintained, though satisfaction levels are likely to reduce markedly through any library closures	Neutral
Prevention: *Understanding the root causes of issues to prevent them from occurring.*	The public consistently highlight that public libraries already offer preventative medicine and save the authority and the health service money in that way. It is important that this contribution is recognised by the authority in the decision making process. Library closures will impact this benefit and potentially increase demand on other services.	Poor	Mitigations in the form of the mobile library, drop-off points or volunteer run libraries (whilst possibly better than nothing), would not be able to offer the same broad range of opportunities and outcomes.	Poor
Integration: *Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.*	Branch libraries impact positively for residents under the wellbeing objectives and OPP priorities – closure would affect this contribution significantly.	Very Poor	Mitigations in the form of the mobile library, drop-off points or volunteer run libraries (whilst possibly better than nothing), would not be able to offer the same broad range of opportunities and outcomes.	Very Poor

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	Branch libraries impact very positively on this principle, through provision of a free service at the point of delivery, also support for job seekers. Jobseekers who are required to undertake job searches daily and use library facilities to do this with support from staff, would be particularly badly affected by closures	Very Poor	Mitigations in the form of the mobile library, drop-off points or volunteer run libraries (whilst possibly better than nothing), would not be able to offer the same broad range of opportunities and outcomes.	Very Poor
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	The following benefits of branch libraries will be lost: The library service supports learners of all ages and abilities through provision of quality resources and help with accessing and using those resources, including independent study space and providing a location for 1-1 tuition and courses. 76% of respondents in the adult library user survey said that the library has helped them to learn something new, and 48% said it helps them with education. "Access to Research" is an online service available through public library computers only, providing access to a huge UK collection of academic articles and papers (the terms of the agreement means that it is not available remotely via the library web pages). This is heavily used by researchers in Powys – usage statistics show that Powys was 5th in May and 3rd in June 2016, for usage, across the whole of the UK.	Very Poor	Where a branch library is closed, the mobile library will be used to provide a basic booklending service. Mobile libraries now operate on a monthly schedule of visits, and cannot offer any computer facilities or online services or access to council services in the way that branch library staff do. Mobile library service users in other smaller communities will have to lose their mobile library visits completely, in order to create capacity to visit new areas. Drop-off points or passing branches libraries to the community to run themselves with volunteers (the "Montgomery model") have the same limitations and negative impact on the beneficial outcomes of branch library service delivery. Bigger libraries in the main towns will be maintained, offering people the opportunity to access those. Investigation of library membership by branch used shows that a lot of travel does take place, however those without transport would still suffer detriment, particularly children and young people, elderly and disabled.	Very Poor

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	All branch libraries support the vulnerable and those on the fringes of communities – closure would impact on these groups. Safeguarding policies are in place for children and vulnerable adults, for reporting concerns – branch library staff know their local customers well, and frequently pick up on issues	Very Poor	Mitigations in the form of the mobile library, drop-off points or volunteer run libraries (whilst possibly better than nothing), would not be able to offer the same levels of safeguarding.	Very Poor

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Impact on Powys County Council Workforce	Staff data by age, as at July 16: Under 25: 1 25-34: 3 35-44 : 8 45-54: 25 55-64: 28 65-74: 4 The majority of staff are female and work part time: Full time: 9 Part time: 59 Redundancies would impact most severely on females aged 45+, who only work part time and at low wages. Staff gender as at July 2016: Male: 8 Female: 60 Welsh speaking abilities: Level 0 – 9 staff Level 1 – 26 Level 2 – 12 Level 3 – 5 Level 4 – 3 Level 5 – 5 Wholescale closures and redundancies would impact on protected characteristics Also cleaning service staff	Very Poor	Redeployment opportunities non-existent within library service, and very limited within PCC Distances also prohibitive to redeployment opportunities	Very Poor
Source of Outline Evidence to support judgements				

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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
	Adult library user survey data, Nov 2015 Results of public consultation, July 2016 List of services provided by branch libraries "Libraries making a difference" Welsh Public Library Standards framework 5, 2014 – 2017 Libraries – bridging the digital divide. Libraries Wales 2016 Public Libraries: health, wellbeing and social benefits report. Society of Chief Librarians Wales, 2012			

8. Achievability of proposal?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
High	High	High
Mitigation		
Close and sustained efforts applied by the service to creating partnerships with council services and Town and community Councils/ others in developing new ways of working and or co-location of services so as to create efficiency savings.		

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

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Public opposition to library closures, leading to legal challenge of decisions and judicial review process, loss of PCC reputation, and inability to achieve savings as required under MTFS whilst legal challenge is undertaken (likely to be a lengthy process)	High	Service will seek to consult and communicate in an open way with stakeholders so as to communicate its intentions to secure and ongoing local branch library provision but may need to secure co-location of the service and/or partnership working with others to achieve this. This might still lead to opposition by some who may not approve of local partnership arrangements or may disapprove of options for relocation/co-location.	High
Significant impact on statutory service delivery to the customer/community, under the Welsh Public Library Standards framework – potential for WG intervention and loss of library authority status	High	As Above	High

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Missed opportunities for larger PCC financial savings together with improved customer service and wellbeing outcomes, through joint working e.g. on Social care hubs, small business hubs, customer services review, office accommodation and agile working initiatives	High	A number of information project boards have been set up to encourage co-location and joint working but to date have been limited in success.	High

Overall judgement (to be included in project risk register)			
Very High Risk	**High Risk**	**Medium Risk**	**Low Risk**
	X		

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

Action	**Target Date**	**Outcome**	**Decisions made**
To conclude remaining projects to secure new partnerships and co-locations.	April 2018	Conclusion of action plan to secure savings.	Subject to previous Cabinet report; work to achieve savings has been tracked through a libraries and Museums Project Board, chaired by Portfolio Holder.

Portfolio Holder decision required	No	**Date required**	
Cabinet decision required	No	**Date required**	
Council decision required	No	**Date required**	

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

Support Requirements	**2018-19**				**2019-20**				**2020-21**			
	Q1	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Legal	X											
Property	X											
Schools Service	X											

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12. Overall Summary and Judgement of this Impact Assessment?

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

Closure of branch libraries has a significant impact on beneficial outcomes for residents, in particular the most vulnerable (elderly, very young, unemployed and disabled) who would find it difficult/impossible to travel to a larger library. There are no mitigations which can offer a comparable range of service to branch libraries, in terms of literacy, learning, health, digital/online opportunities and access to council services, delivered and supported by trained staff.

Closures are likely to be challenged by the public, leading to a lengthy and costly judicial review process.
Closures will also impact on the authority's performance under the Welsh Public Library Standards, with potential for WG intervention and loss of library authority status.
Opportunities to maximise the contribution made to wellbeing goals for future generations, as well as to create financial saving through further partnerships and a more holistic approach to delivering a wide range of services, should not be lost in order to achieve short-term budgetary targets.

Currently no library closures are planned. However, although solutions as outlined below have been found for all of the branch libraries, some of these solutions are fragile as they depend on the financial and political decisions and ongoing goodwill of volunteers and others, and therefore the risk of closure must remain high.

Solutions found:
- Builth Library – co-located into corporate building March 2017, (Antur Gwy) and reduced staffing levels
- Crickhowell Library – day-to-day management of premises and staff transferred to Crickhowell High School Dec 2016, stock provided by library service
- Hay-on-Wye Library – co-locating into new primary school, spring 2018, with reduced opening hours and reduced staffing levels
- Knighton Library – co-located into Knighton and District Community Centre Dec 2017, reduced opening hours and staffing levels. Premises costs funded by Community Centre Management Committee (some fragility here, especially without grant funding from PCC towards community centres – will require further grant applications to help sustain)
- Llanfair Caereinion Library – Town Council has taken over premises related costs. Staffing reduced, library opened by volunteers for one session per week.
- Llanfyllin Library – 50% of library running costs to be provided by North Montgomeryshire CIC, which comprises a grouping of all of the town and community councils in that area of Powys (some fragility here also, if the CIC fails or some community councils decide not to fund the library).
- Llanidloes Library – Town council has provided premises for co-located library and museum, within Town Hall
- Llanwrtyd Library – reduced staffing levels; 2 sessions staffed, 3 sessions provided by volunteers (heavy dependency on ongoing recruitment, training and goodwill of volunteers in such a small community)
- Presteigne Library – reduced staffing levels, contribution from Town Council towards premises running costs. Grade II listed building, likely to need significant investment in the future. Staff provide 3 sessions per week, volunteers 2 sessions. Most dissatisfaction with volunteer run sessions here, as cannot provide library+ services (council services)
- Rhayader Library – outline agreement to co-locate with Freedom Leisure at Rhayader Leisure Centre. Grant bid submitted to Rural Communities Development Fund, to fund alterations and fit-out.
- Talgarth Library – co-locating into new primary school Feb 2018.

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

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

14. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?
Library service routinely undertake customer feedback as part of its work to satisfy the requirements of the Welsh Government

Please state when this Impact Assessment will be reviewed.
Ongoing

15. Sign Off

Position	Name	Signature	Date
Impact Assessment Lead:	Kay Thomas		
Head of Service:	Stuart Mackintosh		26/10/2017
Strategic Director:	Paul Griffiths		
Portfolio Holder:	Cllr Rachel Powell		

16. Governance

Decision to be made by	Cabinet	Date required	February 2016

FORM ENDS